

**HOUSING PROGRAMS ADMINISTERED BY THE COUNTY
AS OF SEPTEMBER 5, 2006
(IN MILLIONS '000s)**

Attachment FA1

I. Miami-Dade Housing Agency (MDHA) Operating/Non-Operating Budget

Participating Departments	Funding Source/Program	FY 04-05 Actual Revenues	FY 05-06 Projected Revenues	FY 06-07 Estimated Revenues	Additional Comments
MDHA	Housing Assistance Payments*	144,256	148,235	149,858	Section 8 Voucher program including Shelter Plus Vouchers to assist the homeless (in partnership with the Homeless Trust).
MDHA	HAP - Section 8 New Construction*	3,050	3,100	3,100	Housing owns 9 building and the voucher is for the unit, not the tenant.
MDHA	Documentary Surtax*	46,112	43,322	42,000	\$0.45 per every \$100 from the sale of commercial property in the County. Used for construction loans, second mortgages and single family rehab. Budgeting at 92%. Not comfortable with doing a trend analysis and have not identified best way to calculate future revenue due to fluctuations and instability of the market. \$2 million is used for administrative expenditures for other divisions in the department.
MDHA	Surtax Committed Loan Carryover*	-	50,000	38,009	Surtax Carryover
MDHA	Surtax Loan Payback*	-	9,000	10,000	Loan repayment for single family second mortgage loans. Having difficulty reconciling information from FAMIS. Will work on reporting previous years data revenue.
MDHA	(STATE) SHIP Operations*	9,539	7,410	8,000	SHIP money from State
MDHA	SHIP Carryover*	23,025	21,000	6,000	State Housing Initiative Program carryover
MDHA	(STATE) Misc. Non-Operating Rev.*	2,524	3,000	3,000	SHIP loan repayments
MDHA	Interest Income*	2,460	2,738	2,700	Interest earned on Surtax and SHIP
MDHA	Public Housing Subsidy	27,867	25,574	25,808	Formula driven; Per Unit Month; depends on what Congress allocates. \$7.5 - \$8 M goes toward utilities and the rest is for operations (administration) and maintenance of public housing units.
MDHA	Rentals	14,779	15,776	16,790	Dwelling rents in public housing. Similar to Section 8 except tenants in public housing units pay up to 30% of their monthly income to live in units. 100% goes back into the public housing program.
MDHA	Section 8 Admin Fee	14,388	14,561	14,715	Administrative fees from HUD to run the Section 8 program.
MDHA	(FED) Federal Grants	4,718	5,389	4,571	Up to 20% of capital grants from HUD can go toward administrative staff to work on projects. Take from 1406 and 1410 - 10% each program.
MDHA	Sale of Properties - Homeownership	380	4,642	3,187	Sale of Heritage (single family) and Vista Verde (multifamily) developments in 2006. Have not identified what properties or vacant land to sale for 2007.
MDHA	Lakeside & Park Lakes Revenue	712	647	2,587	Revenue in the public housing division. Rental property that Housing owns. Housing acquires properties from either foreclosure or HUD. Managed by private companies; Housing charges a management fee to the company for running the site. 100% of the funds go back into the public housing program.
MDHA	(PROP) Miscellaneous Rev.	7,631	1,448	1,480	\$250K for Lakeside & Park Lakes revenue for charges associated from destruction of property, vending machines, laundry machines, etc. \$937K for Helen Sawyer ALF from social security and Medicare checks from residents (monthly income used toward rent) to pay for medical services, food, laundry, hairstylist, fitness, etc. \$271 for Ward Towers; \$2K Homeownership; \$20K Section 8 new construction
MDHA	Hope IV	1,709	1,459	1,249	Administration of the HOPE VI program. \$35M remaining in capital for construction of Scott Carver mixed use and public housing units.
MDHA	Loans Servicing Fees	597	500	600	Loan servicing fees; charge clients, MMAP, OCED a flat fee for loan applicant processing
MDHA	Other Revenues	134	131	131	General Fund Vacancy reduction funds
MDHA	Family Self Sufficiency - FSS	53	63	73	Counseling program for Section 8 and public housing clients; program to assist individuals toward becoming more self sufficient by developing long term goals, continuing education, finances.
MDHA	Fannie Mae Reimbursement	-	3,000	-	Fannie Mae loan repayments for program that extended line of credit/loans to new developers or small businesses doing affordable housing. Originally received \$5M from Fannie Mae and put it into an account to collect interest. Collateral was Surtax money for issue of line of credit. Have paid back Fannie Mae. When the developer builds and sales the property they repay the loan. Developer contract is for 2 years; however, they still have a few outstanding loans remaining.
Sub Total Operating/NonOperating		303,934	360,995	333,858	

Note: *Non-operating revenue to fund housing related activities. A portion of Documentary Stamp Surtax and SHIP Operations has been earmarked for administrative expenses (\$8.754 million). Total non-operating revenue is \$254,913 million.

Ia. MDHA Capital and Building Better Communities GOB Program

Participating Departments	Funding Source/Program	Prior to FY 06-07	FY 06-07 Estimate	Future Capital Revenue	Additional Comments
MDHA	Building Better Communities GOB Program	13,228	15,773	123,454	Bond program to provide funding for the preservation of apartments (\$60 million); construction of new mixed use and public housing on public housing land (\$34 million); and assist low- to moderate- income families to become homeowners (\$60 million).
MDHA	Capital Funds Financing Program (CFFP)	-	12,934	27,066	Capital Funds Financing Program to finance public housing improvements to modernize and renovate various public housing developments and convert 5 percent of public housing dwelling units, including public spaces, sites, and non-dwelling units to Uniform Federal Accessibility Standards (UFAS).
MDHA	Capital Funds Program (CFP) - 714	4,489	3,232		Public Housing Improvements
MDHA	Capital Funds Program (CFP) - 715	2,775	2,778	2,777	Public Housing Improvements
MDHA	Capital Funds Program (CFP) - 716	-	4,967	4,933	Public Housing Improvements
MDHA	Capital Funds Program (CFP) - Future	-	-	39,600	Public Housing Improvements
MDHA	Documentary Surtax	1,363	2,838	2,219	Surtax funding for HOPE VI project and the affordable housing clearinghouse web portal.
MDHA	HOPE VI Grant	6,345	6,059	10,602	Grant funding for HOPE VI project
MDHA	Replacement Housing Factor	1,994	1,667	555	Grant funding for HOPE VI project
	Sub Total Capital	30,194	50,248	211,206	

II. Metro-Miami Action Plan (MMAP) Operating

Participating Departments	Funding Source/Program	FY 04-05 Actual Revenues	FY 05-06 Projected Revenues	FY 06-07 Estimated Revenues	Additional Comments
MMAP	Documentary Stamp Surtax	\$ 4,009	\$ 3,767	\$ 3,652	\$0.45 per every \$100 from the sale of commercial property in the County. MMAP receives 8 percent of surtax and MDHA receives 92 percent. Funding for the program is used for homeownership loans, construction and rehabilitation of housing units and counseling/education.
MMAP	Carryover	\$ 4,573	\$ 7,203	\$ 4,500	Carryover funds that are earmarked for affordable housing initiatives.
	Sub Total Operating	8,582	10,970	8,152	

III. Housing Finance Authority (HFA) Non-Operating

Participating Departments	Funding Source/Program	FY 04-05 Actual Revenues	FY 05-06 Projected Revenues	FY 06-07 Estimated Revenues	Additional Comments
HFA	Bonds	10,000	47,000	TBD	2004 bond program for the HFA's single family program ended in March 2006 totaling \$10 million in issued bonds; in September 2005, the HFA issued \$13 million in mortgage revenue bonds that will provide funding for single-family homeownership loans through October 2006; \$15 million was allocated in May 2006 and an additional bond issuance of \$18 million has been approved by the HFA Board of Directors. The FY 2007 Bond issuance TBD. Bond financing is not included in HFA's operating budget. HFA acts as a pass thru.
	Sub Total Non-Operating	10,000	47,000	-	

IV. Office of Community and Economic Development (OCED) Operating

Participating Departments	Funding Source/Program	FY 04-05 Actual Revenues	FY 05-06 Projected Revenues	FY 06-07 Estimated Revenues	Additional Comments
OCED	Community Development Block Grant (CDBG)	\$ 1,210	\$ 559	TBD	The total anticipated funding available in FY 2007 for CDBG funds is \$17.794 million; the amount that will be allocated/earmarked for the construction of affordable housing units will take place in the 2007 Action Plan proposal that will go before the BCC in December 2006. CDBG funds are used for construction, relocation assistance, and/or rehabilitation.
OCED	HOME Investment Partnership Program (HOME)	7,477	6,544	TBD	The total anticipated funding available in FY 2007 for HOME funds is \$6.371 million; the amount that will be allocated/earmarked for the construction of affordable housing units will take place in the 2007 Action Plan proposal that will go before the BCC in December 2006. HOME funds are used for construction, relocation assistance, and/or rehabilitation.
OCED	HOME Program Income	1,172	900	900	HOME funds are used for construction, relocation assistance, and/or rehabilitation.
OCED	HOME Reprogrammed	5,509	-	TBD	The total funding available in FY 2007 TBD; the amount allocated/earmarked for the construction of affordable housing units will take place in the 2007 Action Plan proposal that will go before the BCC in December 2006. HOME funds are used for construction, relocation assistance, and/or rehabilitation.
OCED	American Dream Downpayment Initiative (ADDI)	186	88	TBD	The total funding available in FY 2007 TBD; the amount allocated/earmarked for the construction of affordable housing units will take place in the 2007 Action Plan proposal that will go before the BCC in December 2006. ADDI funds are used for construction, relocation assistance, and/or rehabilitation.
OCED	Housing Development Action Grant (HODAG) Program Income	2,350	4,661	TBD	The total funding available in FY 2007 TBD; the amount allocated/earmarked for the construction of affordable housing units will take place in the 2007 Action Plan proposal that will go before the BCC in December 2006. HODAG funds are used for construction, relocation assistance, and/or rehabilitation.
OCED	Rental Rehab Program Income	0	1,559	TBD	The total funding available in FY 2007 TBD; the amount allocated/earmarked for the construction of affordable housing units will take place in the 2007 Action Plan proposal that will go before the BCC in December 2006. Rental Rehab Program Income funds are used for construction, relocation assistance, and/or rehabilitation.
Sub Total Operating		17,904	14,311	900	

Iva. OCED Capital Program

Participating Departments	Funding Source/Program	Prior to FY 06-07	FY 06-07 Estimate	Future Capital Revenue	Additional Comments
OCED	Community Development Block Grants (Multiple Years)	141	-	-	Funding to rehabilitate existing structures for the homeless population.
OCED	HODAG	99	-	-	Funding to rehabilitate existing structures for the homeless population.
OCED	HOME (Multiple Years)	899	-	-	Funding to renovate an existing building to provide 46 beds of homeless transitional and permanent housing for families at the Carrfour Villa Aurora - Hispanic Library.
Sub Total Capital		1,139	-	-	

V. Empowerment Trust (EZ) Operating

Participating Departments	Funding Source/Program	FY 04-05 Actual Revenues	FY 05-06 Projected Revenues	FY 06-07 Estimated Revenues	Additional Comments
EZ	Carryover	15,689	7,148	6,762	Carryover funding available for housing, economic development programs within the Empowerment Zone. It is not known how much of these funds will be allocated for housing since MDET's board of directors approves expenditures on a project by project basis.
EZ	EZ Federal Grants	661	661	661	Federal Grant available for housing and economic development programs within the Empowerment Zone. Total anticipated funding for FY 2007 is \$661,000. It is not known how much of these funds will be allocated for housing since MDET's board of directors approves expenditures on a project by project basis.
Sub Total Operating		16,350	7,809	7,423	

VI. Homeless Trust (HT) Operating

Participating Departments	Funding Source/Program	FY 04-05 Actual Revenues	FY 05-06 Projected Revenues	FY 06-07 Estimated Revenues	Additional Comments
HT	Emergency Housing	6,532	6,922	7,300	This category includes 1,402 Emergency Shelter beds at both Homeless Assistance Centers (HACS) operated by the Trust's private sector partner Community Partnership for Homeless and the Salvation Army of which 762 are funded by the Homeless Trust through Food and Beverage Tax revenues
HT	Permanent Housing	3,701	5,704	6,614	This category includes 2,210 Permanent Supportive Housing Beds funded through U.S. HUD and other grants which are operated by homeless service providers in the community. In addition to the funds provided by U.S. HUD the Trust also provides Food and Beverage Tax dollars to fund the Housing First Model program designed to assist homeless families obtain permanent housing units. These Housing First program dollars are included in the funding amounts listed in the chart and are budgeted at \$796,000 for Fiscal Year 2006 - 2007 which represents 140 beds funded by the Trust.
HT	Transitional Housing	8,704	12,051	10,728	This category includes 1,831 Transitional Housing beds (1,743 through U.S. HUD and other grant funds and 88 through Food and Beverage revenue) through various Homeless service providers in the community. A combination of U.S. HUD grant funds as well as revenue from the Food and Beverage Tax make up the dollars which are listed and provide the needed beds. The \$10.198 million listed as funding for Fiscal Year 2006 - 2007 is made up of U.S. HUD grant funds in the amount of \$8.884 million and Food and Beverage Tax related revenue of \$1.314 million.
Sub Total Operating		18,936	24,677	24,642	

Vla. HT Capital and Building Better Communities GOB Program

Participating Departments	Funding Source/Program	Prior to FY 06-07	FY 06-07 Estimate	Future Capital Revenue	Additional Comments
HT	Stewart B. McKinney Grant	-	400	-	Funding to renovate an existing building to provide 46 beds of homeless transitional and permanent housing for families at the Carrfour Villa Aurora - Hispanic Library
HT	FEMA Reimbursements	54	69	-	Funding to renovate an existing building to provide 46 beds of homeless transitional and permanent housing for families at the Carrfour Villa Aurora - Hispanic Library
HT	State Hurricane Trust Fund	18	23	-	Funding to renovate an existing building to provide 46 beds of homeless transitional and permanent housing for families at the Carrfour Villa Aurora - Hispanic Library
HT	Building Better Communities GOB Program	2,143	0	12,857	Acquisition of land for permanent homeless housing development.
Sub Total Capital		2,215	492	12,857	

VII. Human Services (DHS) Operating

Participating Departments	Funding Source/Program	FY 04-05 Actual Revenues	FY 05-06 Projected Revenues	FY 06-07 Estimated Revenues	Additional Comments
DHS	Inn-Transition South	\$ 586	\$ 1,038	\$ 1,366	Homeless victims of domestic violence are provided transitional housing and support services for up to 24 months. Estimated 55 units provided and 217 clients served; includes funding from the General Fund (\$616K), Homeless Trust Federal Pass Thru USHUD (\$696K), and Rental Revenue (\$54K).
	Inn-Transition North	\$ 256	\$ 261	\$ 259	Homeless victims of domestic violence are provided transitional housing and support services for up to 24 months. Estimated 19 units provided and 54 clients served; includes funding from the General Fund (\$133K) and Homeless Trust Federal Pass Thru USHUD (\$126K).
	Emergency Housing North	\$ 376	\$ 440	\$ 491	Homeless individuals and families with legal evictions or other government action or as a result of a natural disaster are provided emergency housing an average stay of 120 days. Additional units (3) for seniors through Miami-Dade Housing Agency. Estimated 13 units provided and 30 clients served; includes funding from the General Fund (\$491K).
	Emergency Housing South	\$ 336	\$ 478	\$ 464	Homeless individuals and families with legal evictions or other government action or as a result of a natural disaster are provided emergency housing an average stay of 120 days. Estimated 16 units provided and 50 clients served; includes funding from the General Fund (\$464K).
	The Lodge	\$ 1,599	\$ 1,599	\$ 1,599	Victims of Domestic Violence are provided 24 hour shelter for victims of domestic violence operated by Victims Response Inc., a non-profit 501 (c) 3. Estimated 40 beds will be provided and 380 clients served; includes funding from the Local Option Food and Beverage Tax (\$1.599 million).
	Boarding Homes	\$ 536	\$ 800	\$ 800	Medically incapacitated clients seeking Veterans, SSI or other litigation benefits are provided with room, board and social work services for a maximum of 6 months. Department contracts with 3 boarding homes. Estimated 40 slots provided and 90 clients served; includes funding from the General Fund (\$800K).
Sub Total Operating		3,689	4,616	4,979	

	FY 04-05 Actual Revenues	FY 05-06 Projected Revenues	FY 06-07 Estimated Revenues
Grand Total Operating/NonOperating	\$ 379,395	\$ 470,378	\$ 379,954

	Prior to FY 06-07	FY 06-07 Estimate	Future Capital Revenue
Grand Total Capital	\$ 33,548	\$ 50,740	\$ 224,063

**Funded Affordable Housing Units and Loans
By Projects and Commission District**

Attachment FA1a

Department	Program	Source of Funding	Name of Project	Housing Type	District	Existing Units		FY 2006 - PROJECTION			FY 2007- PROPOSED		
						Existing Rental / Subsidized Units	Existing Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online
Community and Economic Development	Homeownership Rehabilitation	HOME / CDBG	Elderly Residential Energy Conservation Program	SF	Countywide		8						38
Community and Economic Development	Homeownership Financial Assistance	HOME	ADDI Down payment Assistance		Countywide				60			7	
Community and Economic Development	Homeownership Financial Assistance	HOME	HOME Deep Subsidy Homeownership Program		Countywide				78			48	
Homeless Trust	Homeless Facility Construction	HUD, Food and Beverage	Various	HF	Countywide	1,232							
Housing Agency	Homeownership Financial Assistance	SHIP	N/A		Countywide				195			270	
Housing Agency	Homeownership Financial Assistance	Surtax	N/A		Countywide				49			30	
Housing Agency	Homeownership Financial Assistance	Surtax	Homeownership Rehabilitation Loans		Countywide				75			50	
Housing Agency	Homeownership Financial Assistance	SHIP	Homeownership Rehabilitation Loans		Countywide				19			150	
Housing Agency	Homeownership Financial Assistance	Surtax	Homeownership Loans for Window Shutters		Countywide				40			45	
Housing Agency	Homeownership Financial Assistance	Federal Funding	Economic Development Initiative (EDI) Grant		Countywide				3				
Housing Agency	Homeownership Financial Assistance	Surtax	Homeownership Predatory Lending Loans		Countywide		2			4			
Housing Agency	Rental Construction History (includes Rental Homeless)	Surtax			Countywide	5,225							
Housing Agency	Homeownership Construction History	Surtax			Countywide		3,973						
Housing Agency	Rental Rehabilitation Construction History	Surtax			Countywide	1,355							
Housing Agency	Homeownership Construction History	SHIP			Countywide		308						
Housing Agency	Rental Construction History	SHIP			Countywide	160							

**Funded Affordable Housing Units and Loans
By Projects and Commission District**

Attachment FA1a

Department	Program	Source of Funding	Name of Project	Housing Type	District	Existing Units		FY 2006 - PROJECTION			FY 2007- PROPOSED		
						Existing Rental / Subsidized Units	Existing Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online
Housing Agency	Rental Financial Assistance	Housing Choice Program Vouchers	Section 8 Vouchers (vouchers are annualized)	R	Countywide	14,167							
Housing Agency	Rental Rehabilitation	Moderate Rehabilitation Program Vouchers	Section 8 Vouchers for Moderate Rehabilitation (vouchers are annualized)	R	Countywide	2,624							
Housing Agency	Rental Construction	Federal	Section 8 Vouchers for Substantial, New Construction, and Project Based Construction (vouchers are annualized)	R	Countywide	1,346							
Housing Agency	Homeless Rental Assistance	Federal	Section 8 Vouchers for the Homeless (vouchers are annualized)	R	Countywide	290							
Housing Agency	Homeless Rental Assistance	Federal	Section 8 Vouchers for the Homeless (vouchers are annualized)	R	Countywide	648							
Housing Agency	Homeownership Construction	Land	Infill Development	SF	Countywide		548			36			
Housing Agency	Public Housing	Federal	Subsidized Rental Property (existing public housing stock)	R	Countywide	9,159							
Housing Finance Authority	Homeownership Financial Assistance (Loans 2000-2006)	Bonds	N/A	SF	Countywide		811		105			60	
Housing Finance Authority	Rental Construction	Bonds	Construction / Rehabilitation of Multi-family Rental Units	MF	Countywide	10,182					100		

**Funded Affordable Housing Units and Loans
By Projects and Commission District**

Attachment FA1a

Department	Program	Source of Funding	Name of Project	Housing Type	District	Existing Units		FY 2006 - PROJECTION			FY 2007- PROPOSED		
						Existing Rental / Subsidized Units	Existing Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online
Metro-Miami Action Plan Trust	Homeownership Financial Assistance (Loans March 1995 - June 30, 2006)	Surtax	Loan Assistance for Second or Third Mortgages for Low-to Moderate-income for First Time Homebuyers		Countywide		3,273		665			400	
Metro-Miami Action Plan Trust	Homeownership Financial Assistance	Surtax	Housing Assistance Program/ Lottery Initiative		Countywide				15				
Community and Economic Development	Homeless Rental Assistance	HOME	Carrfour Corporation - Del Prado Rental Assistance	HF	District 1						32	0	
Community and Economic Development	Homeownership Rehabilitation	HOME	Vista Verde Housing Rehabilitation	TH	District 1								100
Community and Economic Development	Rental Rehabilitation	HOME	Cornerstone Group - Hidden Cove Apartments	R	District 1	7							
Community and Economic Development	Rental Construction	HOME	Mabrisa Associates Apartments	R	District 1	340							
Community and Economic Development	Rental Construction	HOME	Villas Del Lago Apartments	R	District 1	288							
Community and Economic Development	Rental Construction	HOME	Park City Apartments	R	District 1	155							
Community and Economic Development	Rental Construction	HOME	Tacolcy EDC - Spinniker Cove Apartments aka Parkview Apartments	R	District 1	220							
Community and Economic Development	Rental Construction	HOME	Walden Pond Villas Ltd	R	District 1	100							
Housing Agency	Rental Construction	Surtax	JPM Centre/ Townhouse Villas	R	District 1						31		
Community and Economic Development	Rental Construction	CDBG DR	DEEDCO/Cornerstone Group- Center Court Apartments aka Hamlet Estates	R	District 2	589							
Community and Economic Development	Homeownership Construction	HOME Supp DR	Miami-Dade Neighborhood Housing Services In-fill Development	SF	District 2		26						
Community and Economic Development	Homeownership Construction	CDBG DR	New Washington Heights / Phoenix Project	SF	District 2		12						

**Funded Affordable Housing Units and Loans
By Projects and Commission District**

Attachment FA1a

Department	Program	Source of Funding	Name of Project	Housing Type	District	Existing Units		FY 2006 - PROJECTION			FY 2007- PROPOSED		
						Existing Rental / Subsidized Units	Existing Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online
Community and Economic Development	Rental Construction	HOME	The Sweeting Group - Twin Lakes Gardens	R	District 2	56							
Empowerment Trust	Homeownership Construction	Private	Villas of Twin Lakes Workforce Housing	SF	District 2								30
Empowerment Trust	Homeownership Construction	Federal EZ Grant	District 2 Infill Workforce Housing	SF	District 2								25
Housing Agency	Homeownership / Rental Construction	Federal	Scott Carver	R	District 2					5			52
Housing Agency	Rental Construction	Surtax	The Corinthian	R	District 2						126		
Housing Agency	Rental Construction	Surtax	Pinnacle Plaza	R	District 2						132		
Housing Agency	Rental Rehabilitation	Surtax	Westview Terrace Apartments	R	District 2						421		
Housing Agency	Rental Rehabilitation	Surtax	80th Street Duplexes	R	District 2			12			12		
Community and Economic Development	Homeownership Construction	HOME	Jubilee CDC - Jubilee Infill	SF	Districts 2 & 3		11						
Empowerment Trust	Homeownership Construction	Federal EZ Grant	Palmetto Homes Infill Workforce Housing	SF	Districts 2 & 3		13						
Metro-Miami Action Plan Trust	Homeownership Financial Assistance	Surtax	Tornado Relief Project - Rehabilitative Loans	SF	Districts 2 & 3				4			10	
Community and Economic Development	Homeownership Rehabilitation	CDBG	Wynwood Rehabilitation	SF	District 3								10
Community and Economic Development	Homeownership Construction	HOME	St. John Community Development Corporation, Inc. - St. John Village Homes	TH	District 3								11
Community and Economic Development	Homeless Facility Rehabilitation	HOME	Carrfour Corporation - City View Apartments	HF	District 3	66							
Community and Economic Development	Rental Construction	HOME	Greater Miami Neighborhoods/Central City Ltd - Central City Apartments	R	District 3	35							

**Funded Affordable Housing Units and Loans
By Projects and Commission District**

Attachment FA1a

Department	Program	Source of Funding	Name of Project	Housing Type	District	Existing Units		FY 2006 - PROJECTION			FY 2007- PROPOSED		
						Existing Rental / Subsidized Units	Existing Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online
Community and Economic Development	Homeownership Construction	HOME Supp Dr	Little Haiti Housing Association, Inc., Infill Housing Program	SF	District 3		15						
Community and Economic Development	Rental Construction	HOME	Santa Clara Apartments	R	District 3	208							
Community and Economic Development	Rental Construction	HOME SUP DR, HOME & CDBG	Urban League of Greater Miami, Inc - Floral Heights	R	District 3	32							
Empowerment Trust	Homeownership Construction	Federal EZ Grant	Villas of St. Agnes	SF	District 3								80
Empowerment Trust	Homeownership Construction	Federal EZ Grant	Wynwood Infill Workforce Housing	SF	District 3								2
Empowerment Trust	Rental Construction	Private	St. Agnes Place - Phase II	R	District 3						50		
Housing Agency	Homeownership Construction	SHIP	Wagner Square Condominium	C	District 3								14
Housing Agency	Homeownership Construction	SHIP	5429 NW 6th Place, LLC	C	District 3								21
Housing Agency	Homeownership Construction	Surtax	Ralph's Plaza II	C	District 3								30
Housing Agency	Homeownership Construction	Surtax	Allapattah I & Allapattah II	C	District 3								58
Housing Agency	Homeownership Construction	Surtax	The Atrium at Spring Garden Road	C	District 3								14
Housing Agency	Rental Construction	Surtax	Carrie P. Meek Manor	R	District 3						70		
Housing Agency	Rental Construction	Surtax	Los Sueños	R	District 3						179		
Housing Agency	Rental Construction	Surtax	Pinnacle Park	R	District 3						128		
Housing Agency	Rental Construction	Surtax	Santa Clara Apartments II	R	District 3			204					
Housing Agency	Rental Construction	Surtax	Tuscan View Apartments	R	District 3			175					
Housing Agency	Homeless Facility Construction	Surtax	Christian Hospital	HF	District 3		74						
Housing Agency	Rental Rehabilitation	Surtax	Edison Towers Apartments	R	District 3						121		
Housing Agency	Rental Rehabilitation	Surtax	St. John Apartments Rehabilitation	R	District 3						37		
Housing Agency	Rental Rehabilitation	Surtax	North Shore Apartments	R	District 4						64		
Community and Economic Development	Homeownership Rehabilitation	HOME	LLC fka Downtown Miami CDC - Capital Building Rehabilitation	C	District 5								10

**Funded Affordable Housing Units and Loans
By Projects and Commission District**

Attachment FA1a

Department	Program	Source of Funding	Name of Project	Housing Type	District	Existing Units		FY 2006 - PROJECTION			FY 2007- PROPOSED		
						Existing Rental / Subsidized Units	Existing Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online
Community and Economic Development	Homeownership Construction	HOME	Barcelona Condominiums	C	District 5						71		
Community and Economic Development	Homeless Facility Rehabilitation	HOME	Carrfour Corporation - Sunsouth Place	HF	District 5						55		
Community and Economic Development	Rental Construction	HOME	East Little Havana Community Development Corporation - Casa Grande Towers Phase II	R	District 5						80		
Community and Economic Development	Homeownership Construction	HOME	Flagler First Condominium Project	C	District 5								11
Community and Economic Development	Homeownership Construction	HOME	Jubilee Villas	C	District 5		30						
Community and Economic Development	Homeownership Financial Assistance	HOME	St. Agnes Town Home Down Payment Assistance		District 5							10	
Community and Economic Development	Homeownership Construction	HOME	East Little Havana Community Development Corporation - Rio Gardens	SF	District 5		82						
Community and Economic Development	Rental Construction	HOME & HATF	Miami Beach Community Development Corporation - Madison Apartments	R	District 5	17							
Empowerment Trust	Homeownership Construction	Federal EZ Grant	West Haven Condominiums	C	District 5					32			
Housing Agency	Homeownership Construction	SHIP	River Run South Apartments	C	District 5					55			
Housing Agency	Homeownership Construction	Surtax	Latin Quarter Specialty Center	C	District 5					45			
Housing Agency	Homeownership Construction	Surtax	Villas Dr. Godoy	C	District 5								6
Housing Agency	Homeownership Construction	Surtax	Rio Palma f/k/a Rio Placido	C	District 5								18
Housing Agency	Rental Construction	Surtax	La Palma Apartments	R	District 5						90		
Housing Agency	Homeless Facility Construction	Surtax	Westchester Plaza Apartments	HF	District 5						24		
Housing Agency	Homeless Facility Construction	Surtax	Royalton	HF	District 5						100		

**Funded Affordable Housing Units and Loans
By Projects and Commission District**

Attachment FA1a

Department	Program	Source of Funding	Name of Project	Housing Type	District	Existing Units		FY 2006 - PROJECTION			FY 2007- PROPOSED		
						Existing Rental / Subsidized Units	Existing Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online
Housing Agency	Rental Rehabilitation	Surtax	Temple Court Apartments	R	District 5						61		

**Funded Affordable Housing Units and Loans
By Projects and Commission District**

Attachment FA1a

Department	Program	Source of Funding	Name of Project	Housing Type	District	Existing Units		FY 2006 - PROJECTION			FY 2007- PROPOSED		
						Existing Rental / Subsidized Units	Existing Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online
Housing Agency	Rental Rehabilitation	Surtax	328 Jefferson Avenue	R	District 5						4		
Housing Agency	Rental Rehabilitation	Surtax	328 Jefferson Avenue	R	District 5						4		
Community and Economic Development	Rental Assistance	HODAG	Assistance to the Elderly, Inc. Tenant Based Rental Assistance	R	District 6						125		
Community and Economic Development	Rental Construction	HOME SUPP DR & CDBG DR	Southwinds Apartments	R	District 6	68							
Community and Economic Development	Rental Construction	HOME DR	Viscaya Affordable Housing Ltd	R	District 6	122							
Housing Agency	Rental Construction	Surtax	Palermo Lake Apartments f/k/a Le Chalet	R	District 6						110		
Community and Economic Development	Homeownership Rehabilitation	HOME	McFarlane Historic District Historic Preservation	SF	District 7								8
Community and Economic Development	Rental Rehabilitation	HOME	Greater Miami Neighborhoods - Wynwood Towers	R	District 7	186							
Housing Agency	Homeownership Construction	Surtax	Coral Pointe Condominium	C	District 7								70
Housing Agency	Rental Construction	Surtax	Smathers Plaza Assisted Living Facility	R	District 7						105		
Community and Economic Development	Homeownership Financial Assistance	HOME	Jordan Commons Second Mortgages		District 8							35	
Community and Economic Development	Rental Rehabilitation	CDBG DR	Royal Coast Apartments	R	District 8	174							
Community and Economic Development	Homeownership Construction	HOME & HOME Supp DR	Hardin Hammocks Estates	TH	District 8		200						
Community and Economic Development	Rental Rehabilitation	HOME	Greater Miami Neighborhoods - Calusa Cove Apartments	R	District 8	144							
Community and Economic Development	Homeownership Construction	HOME	Habitat For Humanity - Habitat Villas Phase II	SF	District 8		22						
Community and Economic Development	Homeownership Construction	HOME	Habitat For Humanity - Jordan Commons	SF	District 8		187						

**Funded Affordable Housing Units and Loans
By Projects and Commission District**

Attachment FA1a

Department	Program	Source of Funding	Name of Project	Housing Type	District	Existing Units		FY 2006 - PROJECTION			FY 2007- PROPOSED		
						Existing Rental / Subsidized Units	Existing Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online
Community and Economic Development	Homeownership Construction	CDBG SUPP HOME	Leisure Villas Ltd / CODEC - Leisure Villas	SF	District 8		30						

**Funded Affordable Housing Units and Loans
By Projects and Commission District**

Attachment FA1a

Department	Program	Source of Funding	Name of Project	Housing Type	District	Existing Units		FY 2006 - PROJECTION			FY 2007- PROPOSED		
						Existing Rental / Subsidized Units	Existing Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online
Community and Economic Development	Homeownership Construction	HOME SUPP DR	Warlock International - Greenwood Villas	SF	District 8		66						
Community and Economic Development	Rental Construction	HOME SUP DR	Winchester Gardens Ltd	R	District 8	136							
Empowerment Trust	Homeownership Construction	Federal EZ Grant	Sandy Pines Workforce Housing	SF	District 8					25			
Community and Economic Development	Homeownership Construction	HOME	Centro Campesino / Farmworker Center, Inc - Covenant Phase III	SF	District 9								13
Community and Economic Development	Homeownership Construction	HOME	Centro Campesino / Farmworker Center, Inc - Florida City Villages Phase IV	SF	District 9								13
Community and Economic Development	Homeownership Construction	HOME	Centro Campesino / Farmworker Center, Inc. - Florida City Villages Phase V	SF	District 9								13
Community and Economic Development	Homeownership Construction	HOME	Florida City Villages Phase VI	SF	District 9								13
Community and Economic Development	Rental Financial Assistance	HOME	Lutheran Services Florida, Inc - Second CHANCE Rental Assistance Program	R	District 9						15		
Community and Economic Development	Homeownership Construction	HOME DR	Centro Campesino / Farmworker Center, Inc. - Centro Villas North	SF	District 9		45						
Community and Economic Development	Rental Construction	CDBG Dr /HOME DR	Centro Campesino / Farmworker Center, Inc. - Palm Way	R	District 9	37							
Community and Economic Development	Rental Construction	HOME Supp DR 93	Creative Choice Homes VI Ltd. - Caribbean West Apartments	R	District 9	21							
Community and Economic Development	Rental Construction	CDBG DR	DEEDCO/Tacolcy Economic Development Corporation - River Oaks	R	District 9	32							
Community and Economic Development	Rental Rehabilitation	HOME	Greater Miami Neighborhoods - Cutler Manor Apartments	R	District 9	220							
Community and Economic Development	Homeownership Construction	HOME	Greater Miami Neighborhoods - Goulds Cutler Estates Phase II	SF	District 9		11						

**Funded Affordable Housing Units and Loans
By Projects and Commission District**

Attachment FA1a

Department	Program	Source of Funding	Name of Project	Housing Type	District	Existing Units		FY 2006 - PROJECTION			FY 2007- PROPOSED		
						Existing Rental / Subsidized Units	Existing Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online
Community and Economic Development	Rental Construction	HOME and HOME DR 92	The Landings	R	District 9	101							
Community and Economic Development	Rental Construction	HOME	Monterey Pointe	R	District 9	365							
Community and Economic Development	Homeownership Construction	HOME Sup DR 93 and HOME 93	Naranja Affordable Housing	SF	District 9		90						
Community and Economic Development	Rental Construction	HOME	Pinnacle Housing Group - Old Cutler Village Apartments	R	District 9	21							
Community and Economic Development	Rental Construction	HOME DR, CDBG DR	Royal Palm Gardens	R	District 9	30							
Community and Economic Development	Rental Construction	CDBG DR	Tacolcy EDC - Garden Walk Apartments	R	District 9	228							
Community and Economic Development	Rental Construction	HOME DR	Village of Naranja	R	District 9	238							
Community and Economic Development	Homeownership Construction	HOME DR HOME SUPP DR	West Perrine CDC - Mount Moriah - Phase II	SF	District 9		32						
Community and Economic Development	Homeownership Construction	HOME DR HOME SUPP DR	West Perrine CDC Scattered Sites Acquisition	SF	District 9		9						
Community and Economic Development	Homeownership Construction	HOME DR	West Perrine CDC Single Family Project - Phase IV	SF	District 9		8						
Housing Agency	Rental Construction	Surtax	Nu-Horizons	R	District 9						18		
Housing Agency	Rental Rehabilitation	SHIP	1200 Homestead	R	District 9						72		
Housing Agency	Rental Construction	Surtax	Gran Via Elderly Housing	R	District 11						54		
Housing Agency	Rental Construction	Surtax	Kendall town Center "KTC"	R	District 11						200		
Community and Economic Development	Homeownership Rehabilitation	HOME	Samari Lakes East Condominiums	C	District 12								60
Community and Economic Development	Rental Construction	HOME 92 & HOME SUP DR 93	Villa Hermosa	R	District 12	78							

**Funded Affordable Housing Units and Loans
By Projects and Commission District**

Attachment FA1a

Department	Program	Source of Funding	Name of Project	Housing Type	District	Existing Units		FY 2006 - PROJECTION			FY 2007- PROPOSED		
						Existing Rental / Subsidized Units	Existing Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online	Rental/ Subsidized Units	Loans	Housing Units Online
Community and Economic Development	Homeownership Construction	HOME	MDHA/Barbella Gardens Villas, Inc - Bank Partnership / Barbella Gardens	SF	District 13		11						
Housing Agency	Rental Construction	Surtax	The Embassy at Okeechobee	R	District 13						200		
GRAND TOTAL						50,702	9,897	391	1,308	202	2,891	1,115	720

Note:

- A majority of the units are captured under the Countywide category; thus figures for certain districts are either zero or appear lower than anticipated
- The data collected for this matrix is a snapshot of affordable housing program available in Miami-Dade County as of August 11, 2006. Information in this report will be updated as needed.

Housing Type

C = Condominium
 FH = Foster Home
 HF = Homeless Facility
 MF = Multi-Family
 R = Rental
 SF = Single Family
 TH = Town Home

Miami-Dade County Affordable Housing

In Miami-Dade County, there are over 82,000 units of government-assisted housing¹. These units are funded through various agencies and include rental units, ownership units and congregate living facilities. There are public housing units for low-income people, operated by local housing agencies, such as the Miami-Dade Housing Agency (MDHA), the Housing Authority of the City of Miami Beach, and the Homestead Housing Authority. Miami-Dade County housing programs and associated partners are the primary source of funding for affordable housing across the range of affordability from 0% to 140% of median family income. The following is a summary of our programs.

Miami Dade Housing Agency

The MDHA presently operates the bulk of our public housing services and other housing assistance programs throughout the County. The following programs are administered by MDHA:

Private Rental Housing: Section 8 Housing Assistance Programs

- The Section 8 programs are rental subsidy programs funded through the United States Department of Housing and Urban Development (USHUD). USHUD contracts with various public housing authorities, known as PHAs, to administer the programs on their behalf. The MDHA is one of these PHAs. The Section 8 programs provide rental assistance to very low income individuals and families, as defined by USHUD, allowing families to pay a portion of their income, usually 30%, towards the rental of a housing unit, with the difference paid by the housing authority. This assistance is commonly referred to as the housing assistance payment (HAP). In an effort to continue addressing housing needs for low-to moderate-income residents, the FY 2006-07 Proposed Resource Allocation Plan includes \$144.3 million for the Section 8 voucher program.
- There are various Section 8 programs. They generally fall into two categories: tenant-based assistance and project-based assistance.
- Tenant based assistance programs are tied to the participating individual or family and give the participant the ability to lease any unit that meets the program requirements, including units outside of MDHA's jurisdiction. Tenant based assistance operates by means of a voucher system which allows the recipient to choose a rental unit virtually anywhere.
- The tenant-based assistant program, known as Housing Choice Voucher Program is the largest program administered by the MDHA, with 14,167 units allocated. The Program allows tenants to choose the location of their unit in the private housing market. Private landlords receive rental subsidies, with the tenant family paying approximately 30% of their income for rent.
- As part of the Housing Choice Voucher Program, MDHA offers two other programs to encourage family self- sufficiency and independence from government assistance.
- The Family Self-Sufficiency Program provides a way for participant families to build assets, achieve goals through case management and an escrow account.

¹ Source: Miami-Dade County Housing Agency (MDHA); Florida Housing Finance Corporation; Miami-Dade Housing Finance Authority; City of Hialeah, City of Homestead; City of Miami; Miami Beach Housing Authority; City of Miami Beach, Community/Economic Development Department, Housing Division; Office of Community and Economic Development; and Miami-Dade County, Department of Planning and Zoning, Research Section, 2004.

- The Section 8 Homeownership Program allows eligible participants to use their housing subsidy to purchase a home.
- Project-based assistance programs are tied to a particular unit and participants can only be assisted if they lease specific units within the MDHA program umbrella. As is the case with the tenant-assisted program, there are a variety of ways that the assistance is provided.
- The Project-Based Voucher Programs provide project-based assistance subsidies in which units in privately owned multifamily buildings are offered to very low-income individuals and families. Families are selected from MDHA's waiting lists.
- The Moderate Rehabilitation Program provides project-based assistance in which privately owned multifamily buildings are rehabilitated and offered to very low-income individuals and families. Participants are selected from MDHA's waiting lists.
- The New Construction and Substantial Rehabilitation Programs provide project-based assistance in which privately owned multifamily buildings are newly constructed or extensively rehabilitated and offered to very low-income individuals and families. Each owner maintains a waiting list of eligible families for leasing of these units. MDHA conducts on-site audits each year to ensure USHUD regulations are enforced.
- Shelter Plus Care Program vouchers provide housing assistance to homeless individuals or families who are mentally disabled, have chronic problems with drugs, alcohol, are HIV positive or have AIDS. Funding for this program is coordinated through the Miami-Dade County Homeless Trust through the annual SUPER Notice of Funding Availability (SUPER NOFA) (\$5.5 million)
- Moderate Rehabilitation Single Room Occupancy (SRO) program provides project-based rental assistance in privately owned buildings on behalf of very low-income single, homeless individuals. These building were rehabilitated and the cost of the rehabilitation is included in the rents.
- The total number of Section 8 rentals, operating under MDHA programs, is approximately 18,909 units: approximately 26 percent are located in Major Statistical Area (MSA) 5 and almost 20 percent in both MSA 2 and 4. Nearly 32 percent of all Section 8 recipients reside in Unincorporated Miami-Dade County, 28 percent in the City of Miami, 11 percent in the City of Miami Beach, and a little more than 10 percent in Hialeah.
- Below is a summary of the all of the Section 8 program units currently administered by MDHA.

TENANT-BASED ASSISTANCE*	NUMBER OF UNITS
Section 8 Housing Choice Voucher Program	14,167
PROJECT-BASED ASSISTANCE	
Moderate Rehabilitation Program	2,508
New Construction Program	487
Substantial Rehabilitation Program	809
HOMELESS PROGRAMS	
Shelter Plus Care	648
Moderate Rehabilitation Single Room Occupancy	290
TOTAL UNITS	18,909
*As of September 5, 2006	

Public Housing Program

- Public Housing in Miami Dade County is a federally funded program that provides decent and safe rental housing for eligible low-income families, the elderly, and persons with disabilities managed by a local housing authority or agency. The FY 2006-07 Proposed Resource Allocation Plan includes \$11 million in capital funds to improve public housing conditions in the County. Additionally, MDHA anticipates receiving \$25.8 million in public housing operating subsidy to administer the Public Housing Program.
- Public housing is limited to low-income families and individuals (30 percent of median family income or MFI). Eligibility is based on: 1) annual gross income; 2) whether you qualify as elderly, a person with a disability, or as a family; and 3) U.S. citizenship or eligible immigration status. MDHA currently has 9,817 units including 104 units for the Helen Sawyer ALF, 536 units in the Section 8 new construction program, and 18 disposed units. Located throughout Miami-Dade County, MDHA has 5,031 units set aside for the elderly and 4,786 family units.
- In addition to the public housing that is available for Miami-Dade County residents, MDHA owns five multi-family apartment buildings acquired through foreclosures and sales. The mixed use housing sites are managed by private companies who earn a management fee from MDHA for the day-to-day administration of the building. The five multi-family buildings total 626 units, of which 30 percent are set aside for low income individuals. The rents are market rate and revenue generated is used to benefit low income families in the public housing program.

Development and Loan Administration (DLAD)

As a result of our internal analysis, the decision was made several months ago to relocate the operations of the Surtax Program from the MDHA to the Finance Department. All programs under DLAD will be administered and monitored by the Finance Department. The FY 2006-07 Proposed Resource Allocation Plan includes \$101 million in State Housing Initiative Partnership Program (SHIP, \$14.0 million,) and Surtax funds, including carryover, interest, and miscellaneous non-operating revenue (\$87.0 million) toward the creation of affordable housing units for low-to moderate income residents.

Homeownership Programs: Surtax

- The County's affordable housing program began in 1983 with the creation of the County's local Documentary Surtax which generates .45 per \$100 value on the recording of commercial real estate transactions. With these funds, the County provides low interest loans in the form of second mortgages, single-family rehabilitation loans including window shutters, construction financing to developers to build multi-family and single-family units and homebuyer counseling. MDHA receives 92 percent of all surtax revenue generated in Miami-Dade County.
- SHIP is a State of Florida housing incentive program providing local funding to implement and/or supplement the following programs: housing development, down payment assistance, housing acquisition and rehabilitation, homeownership assistance, and homebuyers counseling and technical assistance.
- The Homeownership Program provides second mortgages to qualified homebuyers. The Surtax assistance provides second mortgage subsidies ranging from \$50,000 to \$80,000 for low income families under 80% of the area median income (AMI); and from \$30,000 to \$50,000 for moderate-income families over 80% up to 140% of the AMI while SHIP can provide assistance to families up to 120% AMI. Loan interest rates range from 0 to 6% and is determined based on the families total housing expenses to income ratio, which may not exceed 35%. The County provides a second mortgage for a minimum of 20% of the net sales price (minus down payment) in order to

facilitate private lenders approval of the first mortgage and to avoid the need of private mortgage insurance as a cost burden to low income homeowners.

- During Fiscal Years 2001 thru 2005, MDHA's the Homeownership Program provided a total of 1,363 second mortgages for \$52,102,693. The typical County subsidy ranged from an average of \$36,655 to \$40,733 at closing of FY 2005. During the first quarter of FY 2006 the average County subsidy has increased to \$44,823 as a result of the high cost of residential property in the Miami-Dade County.
- Surtax funds are also made available to existing homeowners to maintain their homes by providing low interest and deferred loans for owner-occupied units. In conjunction with the Community Action Agency, Surtax funds provide loans for housing rehabilitation and replacement of windows and the installation of hurricane shutters. The program is open to homeowners of owner-occupied property in need of rehabilitation with qualifying household incomes. Forgivable loans are provided for eligible homeowners who do not have the financial resources available to repair their property and are not able to borrow the funds from conventional sources, such as banks or mortgage companies. In most instances, loan repayment is not required as long as the borrower owns and lives in the property being repaired. The balance of the loan becomes due and payable at the time the property is rented, sold or transferred. There are also special initiatives that benefit the elderly and the physically disabled. Maximum amount for regular loans is \$30,000.
- **The Homebuyer Counseling Program** provides financial management, credit counseling and other related technical services to participating families for financing single-family homes.

Construction Financing Program – Rental and Single-Family Units

- **Construction Loans for Housing Development.** The construction loans average 10 percent of the total project cost and are available to community development corporations (CDC) and private developers for rental and homeownership developments. Miami-Dade Housing Agency's Development and Loan Administration division works with a consortium of banks, corporate equity investors and others to provide low-cost financing for projects that would otherwise be difficult to finance using standard market rates.
- **Types of rental construction**
 - **Rental** - construction of affordable rental development
 - **Rental Rehabilitation** - existing rental unit structure rehabilitated by developer
 - **Rental Homeless** - new construction for homeless population
 - **Rental Rehabilitation-Homeless** - existing structure rehabilitated to be occupied by the homeless
 - **Small Rental Rehabilitation** - rehabilitation of existing rental structure for 30 units or less
- **State Companion Program: Low Income Housing Tax Credits / State Tax Credits**
 - The Florida Housing Finance Corporation (FHFC) was established over 20 years ago to help ensure that low-income families have access to safe, affordable housing by maintaining partnerships with local governments, developers, and nonprofit organizations. Through a variety of programs, FHFC provides either dollar-for-dollar reduction in federal tax liability, low interest loans, loan guarantees, bonds or funds to local governments and developers as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing.
 - One of the programs administered by FHFC is the Low Income Housing Tax Credit (LIHTC) program which was created by the Tax Reform Act of 1986. The LIHTC provides credits for the production of rental housing targeted to low income households. Under the LIHTC

program, states are authorized to issue Federal tax credits for the acquisition, rehabilitation, or new construction of affordable rental housing. The credits can be used by property owners to offset taxes on other income, and are generally sold to outside investors to raise initial development funds for a project. To qualify for credits a project must have a specific proportion of its units set aside for lower income households and the rents on these units are limited to 30 percent of qualifying income.

- Most new construction and substantial rehabilitation projects are eligible for a 9 percent tax credit; that is, credit equal to 9 percent of qualified costs each year for 10 years. For example, in a rehabilitation project with \$100,000 in qualified costs, tax credits can equal \$90,000 over 10 years. Projects that are financed through the issuance of tax-exempt bonds may qualify for an automatic 4 percent tax credit allocation. Credits awarded to these projects are not subject to the per capita limit; however, the underlying bonds are subject to the state private activity bond cap.

Metro-Miami Action Plan (MMAP)

The Metro-Miami Action Plan (MMAP) was formed following a period of civil unrest in Miami in the early 1980's. During this time, the U.S. Civil Rights Commission confirmed that local disparities within the criminal justice system, economic development, housing, education, employment, and health and human services, were the primary causes of outbursts of displaced aggression and frustration. The City of Miami and Miami-Dade County recognized their roles and collaborated to create a solution to the underlying despair and faltering hope that were devastating the local African-American community. MMAP emerged in 1983 as a solution to such socioeconomic disparities and currently represents the local government's commitment to stimulating community vitality - a commitment supported by African-American, Hispanic, and Anglo leaders to alleviate local disparities.

The MMAP receives 8 percent of surtax revenue generated in the County. The MMAP affordable housing program has utilized its Documentary Surtax dollars to establish partnerships among public, private sector, financial institutions to provide affordable housing opportunities for low, and moderate income Miami Dade County residents. The Metro Miami Action Plan Trust (MMAP) is committed to addressing the issue of Affordable Housing by utilizing the following strategies:

First Time Home Buyer Program

- Metro Miami Action Plan Trust Homeownership Assistance Program (MMAP HAP) began in 1995 as an equal opportunity housing lender designed to increase the number of low to moderate income homebuyers in Miami-Dade County. The program utilizes funding made available through the state of Florida Documentary Stamp Surtax and reduces the upfront financial costs associated with purchasing and financing a home.
- This service provides up to 6% of the purchase price in down payment and closing costs assistance to qualified first time low to moderate income homebuyers in Miami Dade County. The MMAP loan is provided in the form of a forgivable, zero interest non-amortized mortgage. Thus repayment of the loan is only required when the property is sold or is forgiven after the borrower has owned and occupied the property for 10 years.

Homeownership Lottery Initiative

- As a part of the MMAP HAP initiative, a special deep subsidy program, MMAP Housing Lottery Initiative, was created to substantially increase the financing towards the purchase price and closing costs of affordable housing units. Especially designed for very low and low income first time homebuyers, the financing utilizes a lottery process to offer first time home buyers up to seventy-five percent of the purchase price of a home anywhere in Miami-Dade County. The zero

percent interest loans are non-amortized second mortgages that are forgiven after the borrower has owned and occupied the property for 20 years.

Pre and Post Counseling Project

- Providing comprehensive counseling can encourage homebuyers to become disciplined homeownership investors. MMAP formed partnerships with Consumer Credit Counseling Services of South Florida, Inc. West Perrine Community Development Corporation, Miami Dade County Affordable Housing Foundation and other HUD certified counseling agencies to provide housing education to MMAP HAP home buyers.

Housing Development Initiative

- The Housing Development Initiative is designed to assist low and moderate income persons by providing construction financing to assist with the development of newly constructed affordable housing units developed by not-for-profit developers and private developers. The MMAP has allocated approximately \$3,650,000 in Documentary Surtax dollars to developers.
- **Emergency Response Initiative**
The MMAP Trust allocated Documentary surtax dollars to implement an Emergency Response Initiative to renovate homes damaged by the March 27, 2003 tornado. MMAP HAP rehab program provides qualifying homeowners a zero percent interest loan not to exceed \$35,000.00. The loan is due on transfer of ownership for the property. \$750,000.00 has been allocated to assist in the rebuild and demolition of the homes for 14 families affected by the tornado.

Miami-Dade Housing Finance Authority

The Housing Finance Authority (HFA) was created to alleviate the shortage of housing in Miami-Dade County by stimulating the construction and rehabilitation of multifamily rental housing and the creation of home ownership opportunities. Through the issuance of single family mortgage bonds, HFA provides affordable mortgage financing in conjunction with local banks and supports community and economic development in the areas of affordable housing, through the issuance of multi-family revenue bonds. Both HFA and the Miami-Dade Affordable Housing Foundation have received Surtax funding allocations for specific initiatives from the Board of County Commissioners. Examples include the *Deep Subsidy Program*, *Homesavers* and the *HOPE VI Program* for new housing in the redevelopment area. The Authority also provides a comprehensive home buying process training program in conjunction with MDHA and MMAP. The following programs are administered through the HFA:

Single Family Bond Issues Program

- The Authority issues single family bonds to provide affordable mortgage financing for low and moderate income homebuyers in Miami-Dade County. During the current fiscal year, the Authority has provided financing under three separate bond issues totaling approximately \$47 million in bond proceeds to be used for mortgages.
- Program features include \$8,000,000 in low rate funds at a fixed interest rate of 4.99% and 5.99% with a 30-year term. These funds provide 80% of the purchase price as a first mortgage. The Authority contributed \$2,000,000 in Surtax funds in order to provide a second mortgage in the amount of 20% of the purchase price at 0% interest that is deferred over the first 5 years. This is our 80/20 loan program. It is available countywide.
- Additionally, the Authority was chosen to administer \$503,000 of the American Dream Down payment Initiative, ADDI, allocation for Miami-Dade County. Through the ADDI program qualified buyers (incomes less than 80% of AMI) may receive a grant of up to \$10,000 or 6% of the purchase price for down payment and closing costs.

- These Bond issues also included funds for an assisted rate loan which provided up to 4% of the loan amount for down payment and closing costs.

Multi-family Bond Issues Program

- The Authority issues multifamily bonds to provide tax credit financing for construction or rehabilitation of rental units throughout Miami-Dade County. Currently the Authority has a fiscal year 2006 bond financing application available for rental developments. Interested developers may obtain an application from the Authority's website: www.miamidade.gov/hfa.
- The Authority's Multi-Family Rental Program helps make market-priced rental developments affordable for low and moderate income families. Historically, more than \$911 million of revenue bonds have been issued for the purpose of financing and refinancing multi-family rental housing projects in Miami-Dade County. Developers must present their proposals to the Authority's Architectural Design and Review Committee as part of the application approval process. To date, the Authority has financed 87 multi-family projects within Miami-Dade County, 47 of which are currently active. Total units: 16,752 Active units: 10,182

HOME Program

- The HOME funds are currently being used to fund subordinate mortgages at 0% interest to be used in conjunction with our bond program. This mortgage is deferred for 15 or 20 years depending on the property. By providing this 0% subordinate mortgage, borrowers are able to qualify to purchase a home with a higher purchase price and eliminate the need for mortgage insurance.
- The program targets families and individuals who earn less than 80% of median income adjusted for family size. These income limits are set by HUD each year. Eligible borrowers can purchase a home anywhere within Miami-Dade County, however, if the property is located within an entitlement city, then the borrower must secure matching funds from the municipality. The home can be a single family detached, townhouse, or condominium with a purchase price that does not exceed \$362,790. Borrowers must qualify under current Fannie Mae and Freddie Mac credit guidelines. The Authority partners with local bank and lending institutions for the purpose of prequalifying borrowers and processing the mortgage applications.

HFA Surtax Program

- The Surtax funds are currently being used to fund second mortgages at 0% interest in our 80/20 Loan Program. This mortgage is deferred for the first 5 years and begins amortizing in the sixth year for the remaining 25 years of the loan. By providing this 0% second mortgage, borrowers are able to qualify to purchase a home with a higher purchase price and eliminate the need for mortgage insurance.
- The program targets families and individuals based on income limits are set by HUD each year. Eligible borrowers can purchase a home anywhere within Miami-Dade County and the home can be a single family detached, townhouse, or condominium. The current purchase price limit is \$525,090. Borrowers must qualify under current Fannie Mae and Freddie Mac credit guidelines. The Authority partners with local bank and lending institutions for the purpose of prequalifying borrowers and processing the mortgage applications.

General Services Administration (GSA)

In June 2006, the MDHA transferred the Infill Housing Program from the New Markets and Applicant Leasing division to GSA. GSA has assumed the property conveyance and tracking functions of the infill program

Infill Housing Program

- In 1998 the County introduced the Infill Housing Initiative as an incentive to housing developers to build affordable houses on the large number of vacant lots within the county's urban core neighborhoods.
- Typically, infill lots are found within established neighborhoods, where they have become eyesores. Most of these lots are large enough for a single-family detached house and have ready access to utilities. Often these vacant properties are owned by the County's Real Estate Office (REO) as a result of tax and other liens.
- The Miami Dade Board of County Commissioners approved the creation of a process to identify these lots, assist in clearing County liens and code enforcement issues, and make them available to for profit developers through a competitive bid process. Not-for-profit developers may obtain the lots at nominal costs, generally the cost of recording the transaction.
- Since the program's inception, the County has conveyed 326 lots to not-for-profit developers and has bid 222 lots to for-profit developers. Whether through conveyance or bid, all infill lots record a restrictive covenant requiring the developer to produce the housing within a specified timeframe and establishes sales price restrictions.

Office of Community Economic Development (OCED)

The OCED administers federal and state funding programs designed to support the development of viable urban neighborhoods in Miami-Dade County. The OCED provides two important housing services to our lower income residents: the HOME Program and provision of Emergency Shelter Grants.

HOME Program

- The HOME Program allocates housing funds in the form of first and second mortgage financing to assist very-low and low-income families in purchasing or renting affordable housing units.
- Eligible applicants for HOME funds for affordable housing projects include:
 - Community Housing Development Organizations (CHDOs)
 - Public Housing Authorities and Local Governments
 - Other Non-Profit Organizations
 - Private, For Profit Organizations (including Partnerships and Sole Proprietorships)
 - Individual homeowners and/or first-time homebuyers, indirectly through the Bank Partnership Program.
- Home funds maybe used for the following:
 - Rehabilitation of existing units
 - Conversion of nonresidential uses to residential uses
 - Acquisition of existing units and funds for rehabilitation
 - Reconstruction New Construction
- In FY-06 U.S. HUD awarded Miami-Dade County \$6,706,048 of HOME funds.

Emergency Shelter Grant

- The Emergency Shelter Grant is designed to help improve the quality of emergency shelter for the homeless, to help cover the costs of operating emergency shelter, and to provide essential social services to homeless individuals so they have access not only to safe and sanitary shelter, but also to the supportive services and other types of assistance they may also need to improve their situations.
- Federal grants are made available for the payment of certain operating and social service expenses in connection with emergency shelter for the homeless.
- In FY 06 U.S. HUD awarded Miami-Dade County \$861,949 of ESG funds.

Empowerment Trust

The Miami-Dade Empowerment Trust, Inc., (the Trust) a non-profit organization, was established in February 1999, and delegated the authority to govern, direct and implement the EZ Strategic Plan and to create and expand business opportunities in the EZ. The premise of the EZ program is that conditions of poverty can be overcome and a market economy can be built through new investment in economic opportunities for people. As a result, the activities of the Trust are geared toward developing a strategic vision that lead to creating economic opportunities and build sustainable communities.

The programs of the Trust support small businesses, community development corporations and community projects that are backed and maintained by residents of the EZ and that address the needs of the entire community. The role of the Trust as an economic development engine, fuels the organization's commitment to job creation and development of a skilled multi-lingual, global workforce.

Taken from its "Tool Box" of Incentives, here is a sampling of what the Trust has to offer:

- \$ 130 million in Tax Exempt Bond Financing for commercial and industrial development projects that are \$1 million or more in scope;
- Access to a \$2.5 million EZ Revolving Loan Fund that will provide affordable loans ranging from \$25,000 to \$250,000 for small businesses;
- Access to Micro Loans of up to \$5,000 for small businesses;
- Access to EZ investments, on a case-by-case basis, (for not-for-profit and for-profit organizations);
- Access to Technical Assistance and Mentoring for small businesses;
- Tax deductions for qualified environmental clean-up costs;
- Access to federal tax credits from \$2,400 to \$3,000 for hiring qualified EZ residents and summer youth;
- Access to customized training and job placement services for EZ residents and prospective employers;
- Access to financing for Affordable Housing projects

Homeless Trust

The Homeless Trust serves as the coordinating entity for services for homeless individuals and families throughout Miami-Dade County. The Homeless Trust administers a portion of the one percent Food and Beverage Tax proceeds, as well as federal, state, and other resources dedicated to services for the homeless; advises the BCC on issues related to homelessness; serves as the State's Homeless Coalition for the County; implements the Miami-Dade County Community Homeless Plan; and provides administrative, contractual, and policy formulation assistance related to homeless services.

The Homeless Trust, funds and monitors four distinct program areas: emergency, transitional, and permanent housing, and support services. This blend of housing and services comprises what is known as the homeless continuum of care. The FY 2006-07 Proposed Resource Allocation includes \$7.3 million for emergency shelters, \$6.6 million for permanent housing, and \$10.7 million for transitional housing and will provide approximately 5,443 beds.

Other Housing Assistance Services

Department of Human Services

The Miami-Dade County Department of Human Services (DHS) provides comprehensive social services to assist children, adults, elderly residents, and families to attain self-sufficiency, function independently, and lead productive lives. Services include the full lifetime spectrum, from children to the elderly, disabled to veterans, public housing clients to farm workers, domestic violence assistance to rehabilitative services and emergency assistance to homeless outreach, relieving hardship and helping Miami-Dade's residents become self-reliant, productive and independent. The Department is one of two accredited public social service agencies in the State of Florida, and 1 of 83 public agencies accredited in the nation by the Council on Accreditation (COA). The Department is currently working on its re-accreditation ensuring that services continue to be provided using best practices, as defined by COA.

The Neighborhood Assistance Bureau provides emergency relocation assistance, interim financial assistance, and information and referral services. The Department's network of neighborhood service centers will provide 165,000 residents access to a myriad of human services available throughout Miami-Dade County during FY 2006-07 (\$10.718 million). Additionally through the general assistance payment program, DHS will provide 1100 clients, which includes medically disabled clients and relocation assistance to families who are facing eviction or that had been evicted from their place of residence and or displaced by condemnation and other emergency situations (\$1.8 million).

Furthermore, in partnership with Florida Power & Light (FP&L), DHS administers the Care to Share Program that provides funding for Miami-Dade County residents that need assistance with paying for utilities. This energy assistance program allows FP&L customers to contribute to a pool of funds that are used to assist low-income customers, identified by the Neighborhood Assistance Bureau, by providing financial assistance to meet emergency energy needs. In order to be eligible the family must have a "Disconnect Notice" and reside in Miami-Dade County. There is a \$500 maximum per family and limited to once a year. Clients are identified through the network of neighborhood service centers on a first come first serve based on the amount of money collected. The Department issues a voucher to the client and a check to FP&L from the funds forwarded to the Department for this program. In calendar year 2005 the Department received \$171,979 and served 424 clients. From January 2006 through June 2006, the Department has received approximately 156,925 and has served 540 with financial assistance towards their energy bills.

Homeless victims of domestic violence are provided transitional housing and support services for up to 24 months. During FY 2006-07, it is estimated that 74 housing units will be provided for 271 clients (\$1.625 million). Through its emergency housing program, DHS will provide housing for families facing evictions or other governmental action as a result of a natural disaster. Additional units are provided for seniors through MDHA. On average, clients are provided shelter for 120 days. During FY 2006-07, DHS anticipates to provide 29 emergency shelter units for up to 80 clients (\$955,000). The Lodge facility for victims of domestic violence provides 24 hour shelter and is operated by Victims Response Inc., a non-

profit 501(c) 3. It is estimated 40 beds will be provided and 380 clients served during FY 2007 (\$1.599 million). In addition, DHS contracts with three boarding homes for medically incapacitated clients seeking Veterans, SSI or other litigation benefits. Clients are provided with room, board and social work services for a maximum of 6 months. In FY 2006-07, it is estimated 40 slots will be provided and 90 clients served (\$800K).

Community Action Agency

The Community Action Agency's (CAA) mission is to empower economically disadvantaged families and communities through advocacy, education, resource mobilization, and service delivery.

As part of the Health and Human Services strategic area, CAA provides comprehensive social services to low- to moderate-income residents. The department administers the largest Head Start and Early Head Start programs in the southeastern United States and operates a major self-sufficiency and family development program to support low-income persons. In addition, CAA provides senior citizens with nutritious meals and creates the opportunity for structured congregate activities at various neighborhood community centers. The department provides energy conservation initiatives, a hazard mitigation program, and residential home rehabilitation services for low-income homeowners, and offers residents the ability to participate in citizen training services that enable them to assume greater responsibilities in their communities. Below is a summary of all of the housing assistance services provided by the CAA.

- The Low Income Home Energy Assistance Program (LIHEAP) funding for 2006-2007 (\$6.8 million) is to provide three categories of energy related assistance to low income households. Home energy assistance category is designed to assist eligible households in meeting the cost of home energy; Crisis Assistance category is designed to assist eligible households in resolving a home energy emergency; weather related crisis assistance is designed to assist eligible households in resolving a home energy emergency caused by a specific weather related emergency as declared by the governor. Projected number of households to be served - 27,000.
- Emergency Food and Shelter Program provides assistance to customers experiencing a one time "crisis" situation which interrupts their ability to pay utility bills, rent/mortgage or secure necessary food. Program also provides assistance for temporary shelter on a limited basis. The customer must be able to document the crisis and show ability to maintain expenses after the receipt of emergency assistance. Funding for 2006-2007 is \$140,738; projected to serve 1700 individuals.
- The Weatherization Program (WAP) provides energy conservation measures such as attic insulation, repairing or replacing windows and doors, thresholds and weather stripping, replacing inefficient air conditioners, refrigerators and water heaters, and installing energy saving light bulbs. The program provides services to low-income households with a total household income of 150% or less of the Federal poverty level. Preference is given to families with children and the elderly. The funding source is the Federal Department of Energy Funds administered by and awarded by the State Department of Community Affairs (DCA). Funding for FY 2006-07 is \$141,662 for the WAP and \$222,441 for WAP/LIHEAP. CAA anticipates completing 95 homes.
- The CAA Solar Water Heater Program provides for the installation of solar water heater systems in very low-income households. The program utilizes passive type solar systems that require no maintenance. The program serves very low-income residents. Funding for FY 2006-07 is \$100,000 for the anticipated completion of 28 homes.
- The OCED Home Repair Program provides for repairs and upgrades and exterior painting in owner occupied low to moderate-income single family households. Repairs are primarily geared to addressing health and safety issues and code violations. Owner occupied single family homes with a low to moderate household income are eligible to participate in the program. Funding for

FY 2006-07 is \$700,000 from HOME and \$300,000 from CDBG funds. Additionally, \$188,000 in CDBG funds is allocated for the paint program. The CAA anticipates repairing 35 homes and painting 45 homes during FY 2006-07.

- The Single Family Home Rehabilitation Program provides loans to homeowners for repairs and upgrades in their homes. CAA provides assistance to the homeowners in issuing a scope of work, the selection of a contractor of their choice and ensuring that all work is done correctly and to building code standards. Owner occupied single family homes with low to moderate household incomes for program eligibility. Funding is provided by Documentary Surtax funds that are administered by DLAD. Individual loans of between \$20,000 and \$30,000 per household are awarded by and administered by DLAD. CAA Receives funds to cover salaries and administrative costs. CAA anticipates completing 90 homes.
- CAA operates three storm shutter/hazard mitigation programs. The CAA Residential Shuttering Programs provide for the installation of hurricane shutters and other hazard mitigation measures designed to protect the building envelope and make homes more resistant to future high wind storms. The project serves very low income seniors on the 2003 Senior Homestead Exemption List or the Weatherization programs waiting list as of 6/04. Total household income not to exceed \$21,000 for single family homes not in hurricane evacuation zone. There have been 102 installations to date. The number of future installations is dependant on receipt of additional funds from State DCA/FEMA (\$513,000).
- The Residential Construction Mitigation Program provides assistance to low to moderate income single family households with emphasis on the Opa Locka and Little Havana Riverside communities. CAA estimates to support 35 additional installations (\$190,000).
- BCC Shutter Program for the Disabled is restricted to single family households with a primary income of SSI or other disability payments. CAA estimates to complete installations by 9/30/06 and 10 installations in FY 2006-07 (\$200,000).

Memorandum of Understanding

The following memorandum of understanding (MOU) between the Miami-Dade County and the Housing Authority of the City of Tampa (also known as the Tampa Housing Authority or THA) for reimbursement of the cost of providing MDHA with technical and management consulting services for the following: (1) implementation of U.S. Housing and Urban Development's (USHUD) new Asset Management system and the organizational changes that will be required under this new funding methodology; and (2) project and financial management of HOPE VI home construction (services detailed in Exhibit A).

The general provisions that will be applicable to Exhibit A are the following:

1. MDHA shall reimburse THA for costs that include travel, accommodations, per diem, and current staff salaries (THA staff salary rates detailed in Exhibit B) covering the time required to provide the requested services.
2. This MOU shall commence effective immediately and remain in force until December 1, 2006, unless otherwise discontinued or changed as provided below in item 4.
3. THA shall provide a detailed invoice to MDHA on a monthly basis and receive payment from MDHA within thirty (30) days of the invoice date. Total reimbursements shall not exceed \$100,000 for the three (3) month period. Travel, accommodation, and per diem expenses shall be reimbursed in accordance with the travel per diem policy adopted by THA (as detailed in Exhibit C).
4. Either MDHA or THA may cancel this MOU upon giving the other two (2) weeks notice. MDHA shall reimburse THA for all costs incurred up until the effective date of termination.
5. It is understood and agreed that this MOU includes an option to renew for one (1) additional three (3) month period unless either party exercises the cancellation clauses provided above in item 4.

By: _____

Jerome D. Ryans
President / CEO
Tampa Housing Authority

George M. Burgess
County Manager
Miami-Dade County

Date: _____

Attachments: Exhibits "A" and "B"

Exhibit A

Scope of Services

1. Assist with the reorganization of Asset Management Projects (AMP) in order to maximize MDHA's public housing subsidy under the new Asset Management funding methodology.
2. Consult on the development and implementation of strategies to increase the Public and Indian Housing Information Center (PIC), Public Housing Assessment System (PHAS), and Housing Quality Standards (HQS) scores determined by USHUD.
3. Provide guidance for the reorganization of the entire agency in order to maximize subsidies received from USHUD and reduction of MDHA overhead expenditures as necessary.
4. Provide assistance with the development and implementation of strategies to increase the Section Eight Management Appraisal Process (SEMAP) and HQS scores determined by USHUD.
5. Consult on MDHA's project and financial management of HOPE VI home construction.

Exhibit B

Tampa Housing Authority Staff Hourly Rates

Glenda J. Blasko	\$62.75
Leroy Moore	\$69.75
Kris Warren	\$75.38

Exhibit C

Resolution No. 3408 of the Housing Authority of the City of Tampa

RE: Travel Expense Policy

HARD COPY ON FILE

Miami-Dade Housing Management Assessment Team Management Information Systems Thirty Day Report September 06, 2006

Introduction

Cynthia Curry, Senior Advisor to the County Manager requested senior management assistance from the Enterprise Technology Services Department (ETSD) in direct response to preliminary findings of deficiencies in MDHA information systems and data as referenced in the MDHA Management Assistance Team (MAT) Preliminary Report dated July 18, 2006. On July 24, ETSD loaned their second highest level executive June Randall, ETSD Deputy Director, to work as a member of the MAT. She was charged with conducting a more detailed assessment of the Management Information Systems (MIS) Section operation, information systems being used and the management controls applied. Additionally, because two senior MDHA MIS employees, a Computer Services Manager and a Senior Systems Analyst Programmer, resigned leaving only three entry level personnel to support the MIS operation, the ETSD Deputy Director is temporarily managing the MIS Section until a more acceptable service delivery model can be implemented and qualified candidates are hired to fill current vacancies.

Background

The information technology function within the MDHA known as the MIS Section is organizationally positioned under the Finance and Administration Division and consists of six funded positions. Three of the six positions are currently vacant to include the Computer Services Manager and a Senior Systems Analyst. In the MDHA MAT Preliminary Report dated July 18th, 2006 numerous findings regarding the MDHA information systems were referenced including:

- Deficient or no information systems interfaces exist.
- Lack of meaningful financial and management reports.
- Need for a Management level MIS resource who can apply a more strategic enterprise wide view of the various planned initiatives and that can oversee all implementation efforts and interact with the vendors on behalf of MDHA.
- Need for a Project Manager to spearhead the development of a comprehensive implementation plan and subsequently manage the implementation of new software for Private Rental Housing operations.
- Need to update inventory of all computer equipment and software assets.
- Need to review and clarify procedures and responsibilities between MDHA Accounting, MIS and ETSD for IT asset tagging and tracking.
- Need to revisit and renegotiate ETSD service level agreement terms as necessary to meet current needs.
- Need to assess areas of responsibility between MDHA MIS and those of ETSD.

Management Summary

During the past 30 days review of the MDHA MIS operation has been ongoing and is continuing as necessary to formulate an educated go forward strategy. Overall the findings to date are disturbing. The MIS Section lacks fundamental information technology management disciplines. No evidence of planning, documented standard operating procedures, problem management, budget administration, inventory control, trained personnel, professional development, or performance measurement was

Miami-Dade Housing Management Assessment Team Management Information Systems Thirty Day Report September 06, 2006

found. Furthermore, substantial obsolescence and deficiencies within the infrastructure, network and applications exists. Moreover, the MIS Section has been under the purview of the Finance and Administration Division to date. This reporting relationship often erodes the potential for leveraging strategic innovation across the enterprise. The MIS organizational placement must be evaluated as part of the MDHA organizational analysis and recommended restructure needed to streamline business operations and service delivery. Finally, customer service best practices have not been applied, negatively impacting computer users and productivity throughout the department.

Findings of June Randall, ETSD Deputy Director:

Information Technology (IT) Management:

The Housing Agency MIS Section neglected to apply industry standard procedures and practices as reflected in the following:

- No documented plans exist that define objectives and strategies for supporting the Housing Agency production systems or planned initiatives necessary to determine technology capacity, inventory portfolio, new project implementations, project management, training of IT Staff, and performance measurement.
- No documented standard operating procedures exist for production systems operations, for disaster recovery and business continuity, for system and data backups needed to ensure rapid recovery after system outages, for tracking of service requests or user problems, or for communicating with the users of Housing Agency systems regarding system changes or outages. The only exception to this finding is that documentation for processing checks from the LIB System was found in the former Computer Services Manager's vacated office.
- Inappropriate organizational alignment within the MDHA has diminished the strategic importance of leveraging technology for innovation and performance improvement across the entire department. The MIS Section is currently organized under the Finance and Administration Division of the Department. Historically the model of aligning the IT function under the finance operation was reflective of the predominantly financial based systems supporting back office operations. As technologies have evolved to provide strategic advantage and are enabling performance improvements across all business operations of the enterprise, the organizational placement of the IT Services function has been elevated. Typically these functions are led by IT executives that are a part of the senior management team where they combine their business acumen and technical expertise in appropriately aligning technology with strategic initiatives and business operations.
- No formal process is defined for tracking of customer problems, complaints, or service requests to ensure these are addressed and/or resolved in an effective and expeditious manner. This has contributed to increasing dissatisfaction among the customers relying on MIS Section services. Furthermore, these customers including directors, managers and professionals have conveyed frustration regarding the lack of cooperation and responsiveness received from the MDHA MIS Section, specifically from the former MIS Manager and Senior Systems Analyst that

Miami-Dade Housing Management Assessment Team Management Information Systems Thirty Day Report September 06, 2006

left the agency a few months ago. Since there has been no formal tracking of customer problems, complaints, or service requests, no factual evidence exists to dispute the customer's claims. This situation has led to barriers in communication and trust.

- Lack of adequate technical training and procedures has negatively impacted the two remaining MIS Systems Analyst Programmer I(SAP1) and the Computer Technician II because they cannot fully support the current ECS LIB production systems. This system is complex and is the lifeblood for supporting critical Housing operations to include public and private rental housing, housing choice vouchers, new construction, housing eligibility, tenant accounting, work orders, inventory, fixed assets, procurement, accounts payable, general ledger, compliance, and HUD reporting.
- No evidence of fiscal planning and budget management was found.
- The Computer Services Manager, Walter Medina, left the County in June and his backup the Senior Systems Analyst, Donna Chin, transferred to another County department a few weeks before that. The Finance and Administration Director inappropriately designated Stephanie Rahming-Ballard, Systems Analyst I as Acting Computer Services Manager and Ethan Tamayo, Systems Analyst I as Acting Senior Systems Analyst because neither one of them possessed the necessary experience or qualifications to perform in these capacities.

Fiscal Management

- No centralized MIS cost center budget exists therefore IT dollars are fragmented throughout the organization making it extremely difficult to track expenses, to hold the MIS Section accountable for a budget, to determine if funds are being used for non IT related purposes, and to adequately forecast budget requirements.
- Ambiguity exists in revenue allocation and utilization rules.
- No meaningful budget reports exist.
- No structured process and/or reporting mechanism exists to determine if IT products and services are received and processed for payment.
- No adequate supporting documentation for individual unit IT budget line items exist.
- No comprehensive new project budgets for software, hardware, consultants and services exist.
- Inadequate funding was allocated for appropriately staffing the MIS Section which has created inordinate risk for keeping business systems operational.
- No documented inventory of computer and software assets exists to help ensure they are properly managed, maintained and secured.

Miami-Dade Housing Management Assessment Team Management Information Systems Thirty Day Report September 06, 2006

Personnel

- Deficient managerial and organizational performance of the former MIS Section Computer Services Manager is evident by the lack of adequate operational, organizational and general management controls. The lack of managerial and organizational skills must be corrected in the hiring of a new manager for the MIS Section.
- Sufficient technical knowledge of the MDHA production systems is not possessed by the current MIS Section employees. The three employees are comprised of two entry level Systems Analysts and one Computer Technician II. Proficient knowledge of the systems was lost by MDHA upon the departure of the Computer Systems Manager and the Senior Systems Analyst in the May and June timeframes of this year. The remaining three employees are doing as well as can be expected considering little or no knowledge transfer and/or training had transpired while under the purview of both former senior level employees.
- Inappropriate staffing levels exist in the MIS Section. Even with hiring the two vacant senior positions, additional personnel will be required to support the current operation and the upcoming new systems planned for implementation in FY06/07. Because the position allocation in the MIS Section is inadequate, the production system knowledge of remaining staff is limited, and almost no cross training has taken place, MDHA is severely susceptible to extended system outages when production systems fail and will be slow or not able to apply needed system modifications when required by law or business process changes.
- No employee development and/or performance plans exist. Performance evaluations have been prepared and given to the current staff, but no formalized professional development plans or performance objectives are defined. Furthermore, the current MIS organization structure provides no career path opportunities nor clear reporting relationships.
- Inadequate training of MDHA employees through out the department on computer based tools such as Excel and Word negatively impact the productivity of the MDHA.

Technical

Substantial obsolescence of technology used for the current production systems infrastructure combined with a failure to apply best practices for managing an information technology operation is severely degrading the potential for productivity gains throughout the MDHA. Some of the major findings follow:

- No network or systems diagrams exist.
- No documented procedures exist for daily production operations, performing backups and offsite storage, disaster recovery, or for servicing users.
- No documentation exists to describe the computer room environmental condition, power, UPS, and wiring.

Miami-Dade Housing Management Assessment Team Management Information Systems Thirty Day Report September 06, 2006

- Broken and/or retired equipment was being stored in the MIS Computer Room.
- No redundancy exists for the current production LIB System.
- Obsolete data and phone communications equipment is in use. Many of the remote regional network connections are antiquated and deliver slow response times. Mangled wiring was also found in the remote site telephone and data circuit closets.
- Deficient offsite storage of system and data backups. Backups of the LIB system and associated data are vaulted off site on a weekly / monthly / annual basis at a local bank safety deposit box. This bank is not accessible after normal business hours, weekends or holidays. If an extended outage occurs outside of normal working hours and the vaulted backup is required for restoration there will be extended outages caused due to delay in access to the vaulted backup. Also no documented logging of tapes is maintained to reference when backups were done or what media is being stored offsite.
- No problem or service request tracking mechanism is in place leaving the organization susceptible to failure in taking appropriate action in response to user needs. By not having this mechanism customer service, performance and workload measurement capability is severely eroded limiting the MIS Section's ability to develop efficiency improvements.
- No priority setting mechanism is in place to accommodate user requests for special jobs, creation of reports, problem diagnosis and resolution, or for new project initiatives.
- No technical systems inventory exists to reference and appropriately maintain the total hardware, software, and communications assets owned by the Housing Agency.
- Extensive deficiencies exist in the current ECS LIB System. On July 12, the Director of Finance and Administration for the Housing Agency authorized hiring contractor support from Emphasis Corporation over a six month period to identify existing technical problems and user training issues and to subsequently apply corrections and provide training where needed.
- No documented plan describing the implementation of the new Phase I Elite System for Private Rental Housing exists. The contract for this phase was executed on March 7, 2006 between the County and Emphasys Corporation. This project had not been started and the computer hardware needed for the installation has not been procured.
- No procurement action has taken place on Phase II of the Elite System which includes Financials and Low Income Public Housing.
- More research is required to determine the operational status of the Affordable Housing Funding System and the AOD Loan Origination and Service System both purchased this past year for the MDHA Surtax Program.

Miami-Dade Housing Management Assessment Team Management Information Systems Thirty Day Report September 06, 2006

- Desktop PC Support Services are currently provided by ETSD through a fee for services agreement.
- Substantial difficulty in transmitting required PIC data to HUD has occurred since the departure of the two senior MIS employees severely impacting the ability to comply with Housing and Urban Development (HUD) requirements for funding.
- Failures and reruns for vendor check processing have increased due to the obsolescence of the LIB System printer connections.
- Increased systems failures and slow response times are occurring because the required maintenance for the LIB System is not being performed.
- Outdated content and cumbersome navigation of the MDHA Website provides limited or no value to citizens or clients of the MDHA.
- Modern technologies have not been applied that could substantially improve productivity for the MDHA such as updating the infrastructure and network, document imaging and archival, geographic information systems (GIS), printer sharing, etc...
- **According to a HUD Audit dated Aug 10th Re: Voucher Management System (VMS) Data Integrity Review the following was found:**
 - No Homeownership tracking process for MDHA exists.
 - No quality control process exists to better ensure the accuracy of information input into Voucher Management System.

Actions taken between July 24 and August 24:

General

- Fact finding is continuing and required to formulate an educated and comprehensive go forward strategy.
- PC Desktops, Laptops, Blackberries, and Wireless Communications have been provided to the MAT to maximize productivity for fact finding, problem solving and corrective actions.
- Subject matter experts from ETSD as well as Emphasys Corporation have been assigned to evaluate findings, identify interim solutions and/or apply immediate fixes where needed.

Information Technology (IT) Management:

- The ETSD Deputy Director is managing the MIS Section operation in addition to performing responsibilities as a member of the MAT. Ongoing communication with the current MIS staff has been initiated to facilitate a paradigm shift in providing professional MIS services.

Miami-Dade Housing Management Assessment Team Management Information Systems Thirty Day Report September 06, 2006

- Emphasys contractors were engaged effective August 1 and are providing services through January to resolve current problems with the LIB Production System. They are also tasked to improve some of the more critical report deficiencies, to train system users to more efficiently process work through the system, to share basic application knowledge with the remaining MIS Section staff to the extent possible, and to make suggestions regarding changes needed in business practices to improve transaction processing and data integrity. Because the current LIB System is so old, system and user documentation is deficient or doesn't exist. Also programming modifications have been made to the system during the past several years. Because these modifications were not documented and limited expertise exists on this older technology, it will take Emphasys contractors longer than typically expected to identify and solve problems resulting in a more protracted timeline for applying corrections. Weekly reviews are being conducted to assess the contractor's progress and to alter priorities as necessary.
- Both Stephanie Rahming-Ballard and Ethan Tamayo are now functioning in their actual classification of Systems Analyst I.

Fiscal Management

- Worked with John Topinka, MDHA Finance and Administration Director and other MAT members to identify MIS related funding within the MDHA Budget.
- Investigated multi-year outstanding payables owed by MDHA for ETSD Telephone and Computer Support Services totaling approximately 4 million dollars. ETSD was not successful in working with MDHA to resolve this chronic problem. Unfortunately allowing outstanding bills to languish without resolution or adequate escalation is fiscally irresponsible. Furthermore, upon review of the process that MDHA uses to ultimately recommend approval for payment of a bill, it was found that MIS staff not only confirmed that services referenced in the bills were provided, they were also expected to code the 21 digit budget codes reflecting the multitude of funding source distribution across the MDHA. It is proper for the MIS staff to review the bills and confirm services were provided. However, the practice of coding funding sources is alarming and not appropriate. The staff does not have adequate accounting expertise or sufficient knowledge of the various funding allocations nor the resulting impacts of applying charges erroneously to the wrong funding sources. Furthermore, the substantial time required to perform this task deters the MIS staff from providing MIS related services. Currently the majority of large County agencies contracting for ETSD Services assign their Accountants to perform this task. Action to remove the coding responsibility from the MIS Section is underway. Finally, outstanding bills have now been reviewed and bills owed in FY05/06 will be processed for payment. A meeting will be scheduled with the Office of Strategic Business Management, MDHA and ETSD in the next few weeks to address the remaining outstanding bills and to determine a resolution.
- MAT members have had several meetings with the Housing Agency Finance and Administration Director to learn more regarding the revenue allocation and utilization rules to cover MIS expenses.

Miami-Dade Housing Management Assessment Team Management Information Systems Thirty Day Report September 06, 2006

- Proposed expense budgets have been developed for the remainder of FY05/06 as well as for FY06/07. The FY06/07 numbers are still being refined to cover costs for appropriate MIS staffing levels, equipment to upgrade the current production ECS LIB system to Emphasys Elite, and other important project initiatives. Due to the comparative staffing analysis that must be performed and the technical work required to determine capacity for the equipment necessary to run the upgraded system, final numbers will not be available until late November.

Personnel

- Advertising to fill the Computer Services Manager and Senior System Analyst vacancies has been completed. Interviews for the Senior Systems Analyst position have been scheduled for September 6. If a capable candidate is found, hiring is expected to occur in September. The role of the Computer Services Manager is still being assessed and a decision whether to move forward with the current recruitment process will be made in September.
- Increasing the staff allocation for the MDHA MIS Section is proposed as part of the FY06/07 amended budget. An additional Senior Systems Analyst, two Systems Analyst Programmer II positions, and a secretary for a total of 4 full time equivalent positions have been recommended at this juncture. Based on the information we have obtained thus far, the proposed change in organizational structure will enable adequate support of the Application systems once the new employees are hired and trained. Furthermore the new structure will establish appropriate career paths for the MIS employees.
- Additional funding for FY06/07 is proposed to expand the services contract with ETSD to relocate the production system equipment from MDHA to ETSD. ETSD will then permanently manage the infrastructure, operations, and databases. These additional services are also needed for the upgrade to the new system. This action will provide greater protection for the MDHA production systems, substantially improving environmental controls, operating procedures, and continuity of business operations.

Technical

- ETSD has:
 1. Provided myriad services to accommodate the MAT computing and communication needs.
 2. Provided the ETSD Deputy Director, June Randall along with a seasoned Senior Operating Systems Programmer, Bruce Van Tassel on a full time basis as members of the MAT to address all MIS related issues, to develop and execute plans, and to oversee the MIS daily operation.
 3. Provided an ETSD Division Director, Jose Otero, to perform a liaison role with the ETSD Deputy Director to coordinate and provide the appropriate ETSD resources to accommodate all requests for services as needed by the MAT.
 4. Provided a seasoned Project Manager during the month of September to document standard operating procedures for MDHA data center operation, system and data backups, offsite storage, and disaster recovery.

Miami-Dade Housing Management Assessment Team Management Information Systems Thirty Day Report September 06, 2006

5. Provided phone, data, and computer installations necessary to expedite the opening of the Applicant Leasing Center Annex.
 6. Removed and transported broken and/or retired equipment stored in the MDHA computer room to GSA for surplus and/or disposal.
 7. Been working on a project started by the MDHA Finance and Administration Director to replace antiquated communications equipment with T1 and/or DSL service at the MDHA remote sites to improve response time and reduce outages. Substantial completion of this effort is expected by November 1.
 8. Provided PC Desktop support services since 2004 through a formal service level agreement with MDHA. This arrangement is working well.
- Emphasys Contractors began working on July 31 and are engaged through January to address the myriad problems and/or deficiencies identified within the current production LIB System. The contractors in concert with MDHA MIS staff and MAT members have already conducted workshops with management and key system users from the Section 8, Public Housing, Compliance, Finance and Administration Divisions to learn about current problems with the ECS LIB production information system. After completing the workshops the contractors prepared a document referencing 69 issues that had been raised by the various workshop participants. These issues comprised system bugs, deficiency in reporting of data, and needed training for system users. Subsequently a meeting was held with all the MDHA Directors, the contractors, and the ETSD Deputy Director where the issues were reviewed and consensus on the priorities was achieved. Since this meeting the contractors are diligently working on these issues and have already made several corrections to bugs, have developed some needed reports and have provided training for 40 MDHA employees. The ETSD Deputy Director is conducting a weekly meeting with the contractors to assess progress and to receive their documented report reflecting deliverables achieved since the last meeting. The contractors are also:
 1. Working with the ETSD Senior Operating Systems Programmer (SOSP) on loan to the MDHA MAT to create redundant capability using the second production system server.
 2. Working with the MIS staff to correct problems with transmitting PIC data to HUD. Some improvements have already been achieved. Final resolution is expected by October 1.
 3. Testing technical changes with the ETSD SOSP to reduce and/or eliminate vendor check processing failures and reruns.
 4. Training the ETSD SOSP to handle ongoing systems maintenance. They also performed required system maintenance the week of August 14.
 5. Assessing deficiencies in business process.

Actions Planned through January

Information Technology (IT) Management:

- Assessing the organizational alignment of the MIS Section as part of the MDHA organization structure assessment.

Miami-Dade Housing Management Assessment Team Management Information Systems Thirty Day Report September 06, 2006

- Documenting standard operating procedures for the current LIB production system, MDHA Data Center operation, system and data backups, offsite storage of backup media, and hurricane preparation and recovery is expected to complete by November 1. An ETSD Senior Project Manager has been loaned to MDHA for this purpose.
- Developing a plan to implement the ETSD Enterprise Helpdesk and associated software Remedy to track service requests and problem calls to better manage workload, to aid in determining work priorities, and to measure responsiveness to customers.

Fiscal Management

- Determining the feasibility of establishing a separate MIS cost center budget along with associated process controls necessary to improve management control and accountability.
- Providing funding requirements along with recommended revisions to the FY06/07 MDHA Budget needed for major initiatives such as Phase I of the LIB to Elite Upgrade for Private Rental Housing. ETSD technical staff will be engaged to assist in recommending the hardware and appropriate capacity necessary to support MDHA users. A full time Project Manager will be required along with additional ETSD infrastructure implementation and ongoing support services.
- Conducting a physical inventory of desktop computer and related software assets and entering the information collected into a spreadsheet until a more comprehensive system can be applied for inventory management.

Personnel

- Hiring a new MDHA MIS manager by January, 2007.
- Working with each of the MIS employees to develop performance plans necessary to improve understanding of expectations and to aid in their professional development.
- Training MIS employees on the Elite System upgrade planned for production during FY06/07.
- Creating a scope of services for contractors to maintain the existing ECS LIB production system while the current MIS employees are engaged in the implementation of the upgrade to Elite.
- Developing a training plan for Housing Agency employees in need of help with Excel and/or Word. Subsequent training will be programmed during FY06/07.

Technical

- Engaging ETSD to accommodate the following:
 1. Defining the MDHA Network and documenting a network diagram.

**Miami-Dade Housing Management Assessment Team
Management Information Systems Thirty Day Report
September 06, 2006**

2. Assessing the feasibility of relocating the current production system to the ETSD Data Center, providing recommendations by November 1.
 3. Planning the installation of the new production equipment for the Elite upgrade in the ETSD Data Center to provide a more secure area with appropriate environmental control and wiring.
- Exploring offsite storage alternatives for the purpose of discontinuing use of the local bank safety deposit box for storage of production system backup tapes. A change in process is expected by November 1.
 - Developing and deploying Phase I of the Housing Information Clearinghouse Portal by November 1.
 - Determining the most appropriate method for creating and tracking the MDHA technical systems inventory assets. Because of the added complexity of HUD's requirement for MDHA to adopt an Assets Based Management model, analysis will be necessary to determine how best to manage the equipment and software inventory. The method will be determined by the end of December.
 - Sizing for the proposed Hardware required for the new Emphasys Elite system upgrade will be developed in concert with ETSD by December 1. Additional funding has been proposed for the MDHA revised FY06/07 Budget to acquire a Project Manager. A comprehensive project plan will be developed by January 1, 2007.
 - Evaluating the potential of using the PeopleSoft ERP adopted by Miami-Dade County for provision of enterprise financial systems as compared to the planned use of the new Elite Financials Module.
 - Initiating the procurement process to acquire the Emphasys Elite Phase II Public Housing will begin by January 1, 2007. If the PeopleSoft ERP cannot accommodate the Financials a decision to procure the Emphasys Financials module will be made by January 1, 2007.
 - Analyzing the current state of both the Affordable Housing Funding System and the AOD Loan Origination and Servicing System will be completed by December 1.
 - Creating business cases for new technology initiatives such as document management and geographic information systems and submitting them as part the FY07/08 Budget Cycle in accordance with the CIO Governance process.

Miami-Dade Housing Agency Key Audits, Reviews, Studies, and Agency Responses**		
	Subject	Auditor
2006	Section 8 Units did not meet Housing Quality Standards (HQS)	MDHA Response
2006	Annual Management review - Park Lake Close Out Letter	First Housing
2006	Comprehensive Management Review (CMR) report	MDHA Response
2006	Enterprise Income Verification (EIV) & Community Services and Self-Sufficiency Requirements (CSSR) Follow-Up	USHUD
2006	HOPE VI Revitalization Program Contract #251 with H.J. Russell & Company Final Audit Report	MDC OIG
2006	House of Cards: Built on Mismanagement and Cronyism	MDC Grand Jury / Fall Term A.D. 2005
2006	Limited Facilities Management Review	MDHA Response
2006	Overhoused Tenants Audit Report	USHUD OIG
2006	Perrine Rainbow - Management & Occupancy Review REMS #8800004380	NTHDC
2006	SHIP - Program Review	First Housing
2006	Single Family Rehabilitation Loan Program Audit	MDC AMS
2006	Single Family Rehabilitation Loan Program Audit	MDHA Response
2006	Voucher Management System (VMS) Data Integrity Review	USHUD
2006	Voucher Management System (VMS) Data Integrity Review	MDHA Response
2005	Annual Management review - Park Lake	MDHA Response
2005	Coconut Grove - REMS 800004010, FL290028007 - Management & Occupancy	North Tampa Housing Development Corp. (NTHDC)
2005	Coconut Grove - REMS 800004010, FL290028007 - Management & Occupancy	MDHA Response
2005	Contract Administrator 2005 Review	USHUD
2005	Contract Administrator 2005 Review	MDHA Response
2005	Correspondence re: Quality Assurance Review for Housing Choice Voucher Program	USHUD
2005	Drug Elimination Grant (DEG) and Miami-Dade Resident College Vendor	MDC OIG
2005	Drug Elimination Grant (DEG) and Miami-Dade Resident College Vendor	MDHA Response
2005	Eating Well, LLC (Food vendor for Helen Sawyer ALF)	MDHA
2005	Enterprise Income Verification (EIV) & Community Services and Self-Sufficiency Requirements (CSSR) Review	USHUD
2005	Enterprise Income Verification (EIV) & Community Services and Self-Sufficiency Requirements (CSSR) Review	MDHA Response
2005	Gibson Plaza - REMS 800004121, FL298023003 - Management & Occupancy Review	NTHDC
2005	Gibson Plaza - REMS 800004121, FL298023003 - Management & Occupancy Review	MDHA Response
2005	Goulds Apartments - REMS 800004129, FL290012003 - Management & Occupancy Review	NTHDC
2005	Goulds Apartments - REMS 800004129, FL290012003 - Management & Occupancy Review	MDHA Response
2005	Limited Facilities Management Review	USHUD
2005	Little Havana - REMS 800004247, FL298023006 - Management & Occupancy Review	NTHDC
2005	Little Havana - REMS 800004247, FL298023006 - Management & Occupancy Review	MDHA Response
2005	Miami Gardens Management & Occupancy Review	MDHA Response
2005	Milton Manors III Management & Occupancy Review	MDHA Response
2005	Perrine Rainbow - REMS 800004380, Contract FL290012004 - Management & Occupancy	NTHDC
2005	Perrine Rainbow - REMS 800004380, Contract FL290012004 - Management & Occupancy	MDHA Response
2005	Rental Integrity Monitoring (RIM) Review Low Income Public Housing (LIPH) and Section 8 Housing Choice Voucher (HCV)	USHUD
2005	Riverside Apartments - REMS 800004409, FL290028006 - Management & Occupancy	NTHDC
2005	Riverside Apartments - REMS 800004409, FL290028006 - Management & Occupancy	MDHA Response
2005	Section 8 Performance Team (SPT) - Study	MDHA Section 8 Performance Team
2005	Section 8 Units did not meet Housing Quality Standards (HQS)	USHUD OIG
2005	SHIP - Local Housing Assistance Plan (LHAP) (2001-2004)	MDHA

Miami-Dade Housing Agency Key Audits, Reviews, Studies, and Agency Responses**		
	Subject	Auditor
2005	SHIP- Local Housing Assistance Plan (LHAP) (2004-2007)	MDHA
2005	SHIP - Program Review	First Housing
2005	SHIP - Program Review	MDHA Response
2005	Singer Plaza - REMS 800004441, FL298023005 - Management & Occupancy Review	NTHDC
2005	Singer Plaza - REMS 800004441, FL298023005 - Management & Occupancy	MDHA Response
2005	Wynwood Apartments - REMS 800004586, FL298023004 - Management & Occupancy	NTHDC
2005	Wynwood Apartments - REMS 800004586, FL298023004 - Management & Occupancy	MDHA Response
2004	Annual Financial Statements	Sharpton, Brunson & Company, PA
2004	Coconut Grove, FL29-0028-007 - Occupancy & Leasing Review	USHUD
2004	Coconut Grove, FL29-0028-007 - Occupancy & Leasing Review	MDHA Response
2004	Contract Administrator Review	USHUD
2004	Contract Administrator Review	MDHA Response
2004	Contract Administrator Review	County Attorney's Office Response
2004	Correspondence re: Review of Housing Development Activities	USHUD
2004	Dade County Metropolitan Housing Authority Best Practices Recommendations	Emphasys Computer Solutions
2004	Federal Labor Standards Review - Unresolved Findings.	USHUD
2004	Federal Labor Standards Review - Unresolved Findings.	MDHA Response
2004	Gibson Plaza, FL29-8023-003 - Occupancy & Leasing Review	USHUD
2004	Gibson Plaza, FL29-8023-003 - Occupancy & Leasing Review	MDHA Response
2004	Lead Safe Housing Rule Compliance; Goulds Apts. FL290012003	USHUD
2004	Lead Safe Housing Rule Compliance; Perrine Rainbow FL290012004	USHUD
2004	Letter to conduct an audit of the Housing Agency's utilization of the Capital Improvement Construction Coordinator Contract #70-40	MDC OIG
2004	Low-Income Families Fighting Together (LIFFT Study)	PMG Associates, Inc.
2004	MMAP Surtax Loan Funding Audit Report	MDC AMS
2004	Progress Report on "Road Maps to Excellence"	Jovian Systems, Inc
2004	Review of Agency Loan Portfolio	Public Financial Management
2004	Riverside Apartments, FL29-0028-006 - Occupancy & Leasing Review	USHUD
2004	Riverside Apartments, FL29-0028-006 - Occupancy & Leasing Review	MDHA Response
2004	Section 504 Compliance Review	USHUD
2004	Section 504 Compliance Review	MDHA Response
2004	SEMAP Technical Assistance and Technical Training for MDHA - #R44DA0007 Final Report	Woodard & Associates
2004	Shelter Plus Care, FL14C10033, FL14C200042 - Compliance Monitoring Report	USHUD
2004	Shelter Plus Care, FL14C10033, FL14C200042 - Compliance Monitoring Report	MDHA Response
2004	SHIP - Program Review	First Housing
2004	SHIP - Program Review	MDHA Response (Draft)
2004	Single Audit Report	Sharpton, Brunson & Company, PA
2003	Annual Financial Statements	*
2003	Arrest of Former President of OTAC	MDC OIG
2003	Corrective Actions Taken to USHUD Review on Section 8	MDHA Response
2003	Dominium Management Services Final Audit Report	MDC AMS
2003	Dominium Management Services Final Audit Report	MDHA Response
2003	Final Report on Public Housing Employee	MDC OIG
2003	H.J. Russell & Company Audit	MDC AMS
2003	H.J. Russell & Company Audit	MDHA Response
2003	Habitat for Humanity of Greater of Miami, Inc.	MDC AMS
2003	HOPE VI Annual Monitoring Review for 1998-1999 grants	USHUD
2003	HOPE VI Annual Monitoring Review for 1998-1999 grants	MDHA Response
2003	Opportunities Industrialization Center (OIC) of Dade County Reimbursements Audit Report	MDC OIG
2003	Opportunities Industrialization Center (OIC) Reimbursements Audit	MDHA Response

Miami-Dade Housing Agency Key Audits, Reviews, Studies, and Agency Responses**		
	Subject	Auditor
2003	Pinnacle Realty Management Company Audit	MDC AMS
2003	Pinnacle Realty Management Company Audit	MDHA Response
2003	Rental Integrity Monitoring (RIM) - Public Housing	USHUD
2003	Rental Integrity Monitoring (RIM) - Public Housing	MDHA Response
2003	Rental Integrity Monitoring (RIM) Review Follow-Up - Low Income Public Housing & Section 8 Housing Choice Voucher Program	USHUD
	Rental Integrity Monitoring (RIM) Review Follow-Up - Low Income Public Housing & Section 8 Housing Choice Voucher Program	MDHA Response
2003	Section 3 Monitoring Review	USHUD
2003	Section 3 Monitoring Review	MDHA Response
2003	Section 504 (ADA) Compliance Review	USHUD
2003	Section 504 (ADA) Compliance Review	MDHA Response
2003	Shelter Plus Care Program Monitoring Report	USHUD
2003	Shelter Plus Care Program Monitoring Report	MDHA Response
2003	Single Audit & Financial Reports Transmittals for 2002	MDHA
2003	Single Audit Report	Sharpton, Brunson & Company, PA
2002	Annual Financial Statements	Watson Rice LLP
2002	Assets Control Compliance Review including inspection records	Atlanta Homeownership Center
2002	Comprehensive Grant Program (CGP) Audit Report	MDC AMS
2002	Correspondence Re: Watson Rice, LLP annual Audit Report for FYE 9/30/01	USHUD
2002	Drug Elimination Grant (DEG) Police Audit	*
2002	Federal Labor Standards Compliance Review	USHUD
2002	Federal Labor Standards Compliance Review	MDHA Response
2002	Habitat for Humanity 1997-2001 contracts with MDHA Correspondence Re: Intention to Audit	MDC AMS
2002	HOPE VI Annual Review	USHUD
2002	HOPWA Program Monitoring Report/Long Term Housing Assistance	City of Miami- Department of Community Development
2002	HOPWA Monitoring Report/Long Term Housing Assistance	MDHA Response
2002	HOPWA Program Monitoring Report/Utility Assistance	City of Miami- Department of Community Development
2002	HOPWA Program Monitoring Report/Utility Assistance	MDHA Response
2002	Overtime Use by Purchasing Division	MDC OIG
2002	Overtime Use By Purchasing Division	MDHA Response
2002	Private Management Company Audit	MDC AMS
2002	Public Housing Program Final Audit Report	MDC AMS
2002	Report on Miami-Dade Housing Agency's Section 8 Program	County Manager's Office
2002	Single Audit Report	Watson Rice LLP
2001	Annual Consultations	USHUD
2001	Annual Financial Statements	Watson Rice LLP
2001	Assessment of Private Rental Housing	FIU
2001	Audits Performed by Watson Rice for FYE 9/30/99 & 9/30/00	USHUD
2001	Comprehensive Grant Program	MDC AMS
2001	Comprehensive Grant Program	MDHA Response
2001	Drug Elimination Grant (DEG) 98-AT-2002-1008	USHUD
2001	External Audits, FY 1999 and FY 2000	MDHA Response
2001	Family Self-Sufficiency (FSS) Escrows	MDHA Response
2001	Homeless Trust Audit Report	MDC AMS
2001	HOPE VI Revitalization FY99 Grant Limited Review	USHUD
2001	Initial Assessment - Private Rental Housing Headquarters Operations - Study	FIU
2001	Invoice Payment Process Audit	OIG
2001	Miami Fire Equipment Billing Review Contract # 4922-2-01	MDC AMS
2001	Public Housing Program Audit	MDC AMS
2001	Public Housing Program Audit	MDHA Response
2001	Single Audit Report	Watson Rice LLP
2001	USHUD FY 2000 Audit Findings	MDHA Response
2000	ADPIC's Report of March, April, & August	MDC OIG
2000	Annual Financial Statements	Watson Rice LLP

Miami-Dade Housing Agency Key Audits, Reviews, Studies, and Agency Responses**		
	Subject	Auditor
2000	Centro Campesino Farmworker Center-Final Audit Report	MDC Audit & Management Services (AMS)
2000	Homeownership Program Review	*
2000	SHIP Program Audit Report - Contract period : 07/01/1996 through 6/30/1997	MDC OIG
2000	Single Audit Report (Draft)	Watson Rice LLP
2000	USHUD on FY 9/30/98 Audit Findings	MDHA Response
1999	Analysis of Projects in S8 Housing Assistance Program	Peninsula Developers, Inc.
1999	Annual Financial Statements	Watson Rice LLP
1999	Dade Employment & Economic Dev. Corp. Review of Number of Loans	OIG
1999	Drug Elimination Grant (DEG) Audit Report #98-AT-202-1008	USHUD
1999	Drug Elimination Grant (DEG) Audit Report #98-AT-202-1008	MDHA Response
1999	FIU Private Rental Housing Redesign Study	FIU
1999	FIU Private Rental Housing Redesign Study	MDHA Response
1999	Housing Opportunities for Persons with AIDS (HOPWA) Program Monitoring Review	City of Miami
1999	Public Housing Management Assessment	*
1999	Reorganization Study - Affordable Housing Program	*
1999	Robert King High Towers Security Survey	*
1999	Single Audit Report	Watson Rice LLP
1999	Surtax Audit Report	*
1998	Annual Financial Statements	Watson Rice LLP
1998	Drug Elimination Grant (DEG) 98-AT202-1008	USHUD Office of Inspector General (OIG)
1998	MDHA Property Management Demonstration Program	Florida International University (FIU)
1998	Gwen Cherry Apartments CPTED Field Review	City of Miami Police
1998	Moderate Rehab Management Review	*
1998	Servicing Unit/Contractor Frauds	*
1998	Single Audit Report	Watson Rice LLP
1997	Annual Financial Statements	Watson Rice LLP
1997	Single Audit Report	Watson Rice LLP
1996	120-Day Report on Dade County Housing & Urban Development (DCHUD) and Special Housing Programs Department (SHPD) merger	Miami-Dade Housing Agency (MDHA)
1996	Correspondence Re: Audit of grant agreement with OTAC	Sharpton, Brunson & Company, PA
1996	Drug Elimination Grant (DEG) Audit	*
1996	Family Separation Audit	USHUD
1996	Federal Financial Assistance Audit	*
1996	Musa Isle Report	County Manager's Office
1995	Annual Financial Statements - Helen Sawyer	Sharpton, Brunson & Company, PA
1994	Review of the Congregate Housing Services Program (CHSP) grant HG-16940	U.S. Department of Housing & Urban Development (USHUD)
1994	Surtax Audit Report	*
1993	Overall Tenant Advisory Council (OTAC) Audit	*
1992	Single Audit Report	Sharpton, Brunson & Company, PA
1986	Grand Jury Final Report on Conditions in Public Housing	Miami-Dade County (MDC) Grand Jury Fall Term AD 1985

* Unable to determine auditors due to records in remote storage

**In addition, various audits that are on-going include USHUD Office of Inspector General and Deloitte Financial Advisory Services Forensic Audit Team

Atlanta & Jacksonville Housing Authorities Summary of Initial Observations

The following summarizes some initial observations as to how MDHA compares with the Jacksonville Housing Authority and the Atlanta Housing Authority:

General Structure & Organization

- MDHA is the fifth largest housing agency in terms of number of Section 8 vouchers and eight largest in terms of public housing units, and sixth in overall size. Atlanta Housing Authority (AHA) is comparable in size to MDHA, and Jacksonville Housing Authority (JHA) is smaller (see Overview Table).
- MDHA is only one of a few public housing agencies nationwide that is part of a local government structure. Examples of other housing agencies that are part of a city/county structure include Puerto Rico, Virginia, Baltimore (while their Housing Commissioner is a county position, their operations of the Housing Authority are run separately), and Detroit. Detroit is the only notable agency that has recently broken away from a city/county structure. USHUD does not promote any one particular management structure.
- Leadership appears to be one of the keys to successful housing authorities. AHA's executive director, formerly a real estate lawyer who was active in development issues, was hired in 1994. Upon arrival, the authority had approximately 15,000 public housing units, many of which were vacant. The AHA now has more than 10,000 public housing units fully leased. An asset management approach and a private, contractual business model are now being employed at AHA. Most AHA employees are finance and contract managers.
- JHA operates like a traditional public housing agency which has a pyramid organizational structure that includes an executive director, deputy executive director, and a chief financial officer. JHA is still a centralized organization and has been successful because of the strong community leadership provided by the executive director. The executive director was the former head of the local Urban League. Consequently, JHA has strong ties to the community, its structure, and involved with youth and community programs. This mix allows for a great complement of services between the agency, city, and county.
- Both AHA and JHA have experienced bad press due to poor USHUD scores many years ago. These issues were overcome with strong leadership, strong communications/public relations, and long term visions and strategies that have been fulfilled.
- Strong political support exists with AHA and JHA from the Mayor, Commission, Housing Finance Authority and the Housing Finance Corporation. Such strong support allows for the necessary funding and support in order to complete projects in a timely manner.

- MDHA has not maintained a stable executive director and/or CEO with leadership skills for a consistent period of time which contributed to the recent problems with its programs.

HOPE VI

- Most HOPE VI projects have time schedules that are constantly changing due to private funding issues, partnership structures, legal issues, etc. USHUD does not have a gauge for "timely" completions. The HOPE VI program has changed over time. During the first few years, the program allowed for awards to housing agencies that had conceptual ideas only. There were no funding or partnership agreements completed. In the last few years, the program requirements have changed, and as a result, a housing agency must now have in-kind funding, legal partnership structures, and architectural/ engineering completed up front so that construction can begin construction without delay upon award. Some examples of timely HOPE VI completions include Seattle, Portland, and Vancouver.
- HOPE VI projects will always be on budget when it comes to USHUD funding since it is a finite amount that cannot increase. However, on the housing agency/developer side, if their budgets change, the project will have to change to match the funding. Examples include lengthening the timeline to acquire additional dollars, reduction of public housing units built, and changing of firms to find less costly deliverables, etc.
- MDHA does not currently have the ability to process procurements or personnel changes as quickly as AHA, JHA and other housing agencies. Consequently, HOPE VI implementation takes longer. This hinders MDHA's ability to hire staff for proper oversight.
- AHA's HOPE VI's are all in the private management model with general partnerships (GP). AHA is the co-developer but in a limited capacity. AHA contracts out all services related to HOPE VI while in-house project managers handle monitoring and oversight of the contractors. Each property is treated independently, and compliance (meaning Quality Assurance and REAC reviews) are done by in-house staff.
- AHA has substantial support of infrastructure dollars from the City of Atlanta. For example, Perry Harvey (HOPE VI #2) has approximately \$40 million in USHUD funds and \$15 million in infrastructure contribution from the City.
- Some of AHA's HOPE VI's are in Tax Incremental Financing (TIF) districts which allow AHA to collect a straight percentage of fees from the County to assist with their projects.
- JHA has two models for its HOPE VI - their first (1996) project was for public housing only and was contracted out. For the second (2003), where JHA is the developer, they created a limited liability corporation (LLC) and contracted with a general contractor. Social services are provided in-house. Their first HOPE VI is completed, and the second is under construction.
- JHA has found (as Tampa has) that being the developer has more disadvantages (such as Davis-Bacon wages, procurement, etc.) than advantages, This is partially why AHA is the co-developer with the rest of the services contracted out.

Asset Management

- AHA is set up to deliver services under USHUD's Asset Management model, because they were doing this prior to USHUD's changes. All of their properties are run by contractors including their older properties. These properties require either a monthly management report or, if the property is a long-term lease (as are their newer properties). They receive revenue through a Housing Assistance Payment (HAP). AHA does not require individual accounting and management scores per property and there is no roll-up of their financials. The details of these services are noted in their external audit footnotes.
- One of the reasons why AHA's overhead is high is because of their contract monitors. These positions require highly skilled individuals who have the ability to assess and analyze. Previous positions tended to be entry level.
- AHA is a "Move To Work" (MTW) public housing agency. This allows for quicker decision making and use of different program funds to bolster their projects. Examples include greater flexibility with their project-based Section 8 and with their Replacement Housing Factor (RHF) funds without approval from USHUD.
- JHA has not yet begun the Asset Management reorganization.
- MDHA has the basic infrastructure to complete full Asset Management and many opportunities to increase funding and efficiency. MDHA will need support to reorganize quickly due to USHUD timelines.
- MDHA's budget has a large amount of overhead expenses which will exceed the available funding under the new USHUD asset management model. MDHA overhead has historically been exacerbated by fees for service paid to the County. Some tasks included in MDHA's overhead appear to be duplicative, which adds to the inefficiency of the Agency/County.

Additional Programs

- MDHA has not taken full advantage of a multitude of state and federal grants as well as its own County services to assist with social service programs. JHA and AHA have developed their own programs as well as applied and been awarded several federal grants to ensure services are provided to help residents become self sufficient.

Overview

	Jacksonville	Atlanta	Tampa	MDHA
General Information				
Relationship to Government	Independent	Independent	Independent	County Agency
Executive Director	Ronnie Ferguson	Renee Glover	Jerome Ryans	Cynthia Curry - Acting
Years of Service	12	12	8	
Structure	President & CEO/SVP/CFO	President & CEO/SVPS	President & CEO SVPs (3)	Director/Deputy Dir.
Year Established	City operated until 1994	N/A	1937	N/A
Recent USHUD Scores				
Section 8 Management Assessment Process (SEMAP)	100	(1)	92	79 (hurricane waiver)
Public Housing Assessment System (PHAS)	95	93	90	85
Portfolio				
Total Unit Count	9,561	25,216	8,450	26,616
Public Housing	2,707	10,648	3,736	10,531
Section 8	6,854	14,568	4,714	16,085
Number of Developments	23 (4 in development)	69 (3 in development)	23 (3 in development)	112 Public Housing sites, 9 Section 8 New Construction sites
Budget				
Public Housing	\$5,400,000	\$30,100,000	\$15,400,000	\$28,700,000
Section 8 (without HAP)	\$3,200,000	\$11,000,000	\$3,200,000	\$13,500,000
Number of Positions	300	225	220	690
HOPE VI Projects				
HOPE VI Grants	2	7	2	2
Planning Grants	1	1	N/A	0

Overview

	Jacksonville	Atlanta	Tampa	MDHA
Grant Total	\$41,552,000	\$207,232,035	\$52,437,572	\$39,697,750
Progress	1 complete; 1 in development	5,000 units demolished, 1 complete; several in final phases of construction; the rest in development.	Both leasing up but still building in phases	1 complete, 1 in development
Tax Credits	9%	4%, 9% and State credits	9%	9%
Public / Private	public-private partnerships	public-private partnerships	public-private partnerships	public-private partnerships
Type of Developments	mixed-income, mixed use	mixed-income, mixed use	mixed-income, mixed use	mixed-income, mixed use
Legal Structure	Limited Partner in a GP relationships/LLC	Limited Partner in a GP relationships/LLC	Limited Partner in a GP relationships/LLC	Limited Partner in a GP relationships/LLC
Additional Programs	pre-K School, ROSS, Homeownership, Neighborhood Networks	Homeownership Program, "Catalyst"	Multiple social service grants, Homeownership, Assisted Living Facility, Neighborhood Networks	ROSS, additional services can be provided on an as-needed basis by the County's Department of Human Services

Source: USHUD Public Information Center. August 2006

(1) Previously scored 100, no new score issued for last two years